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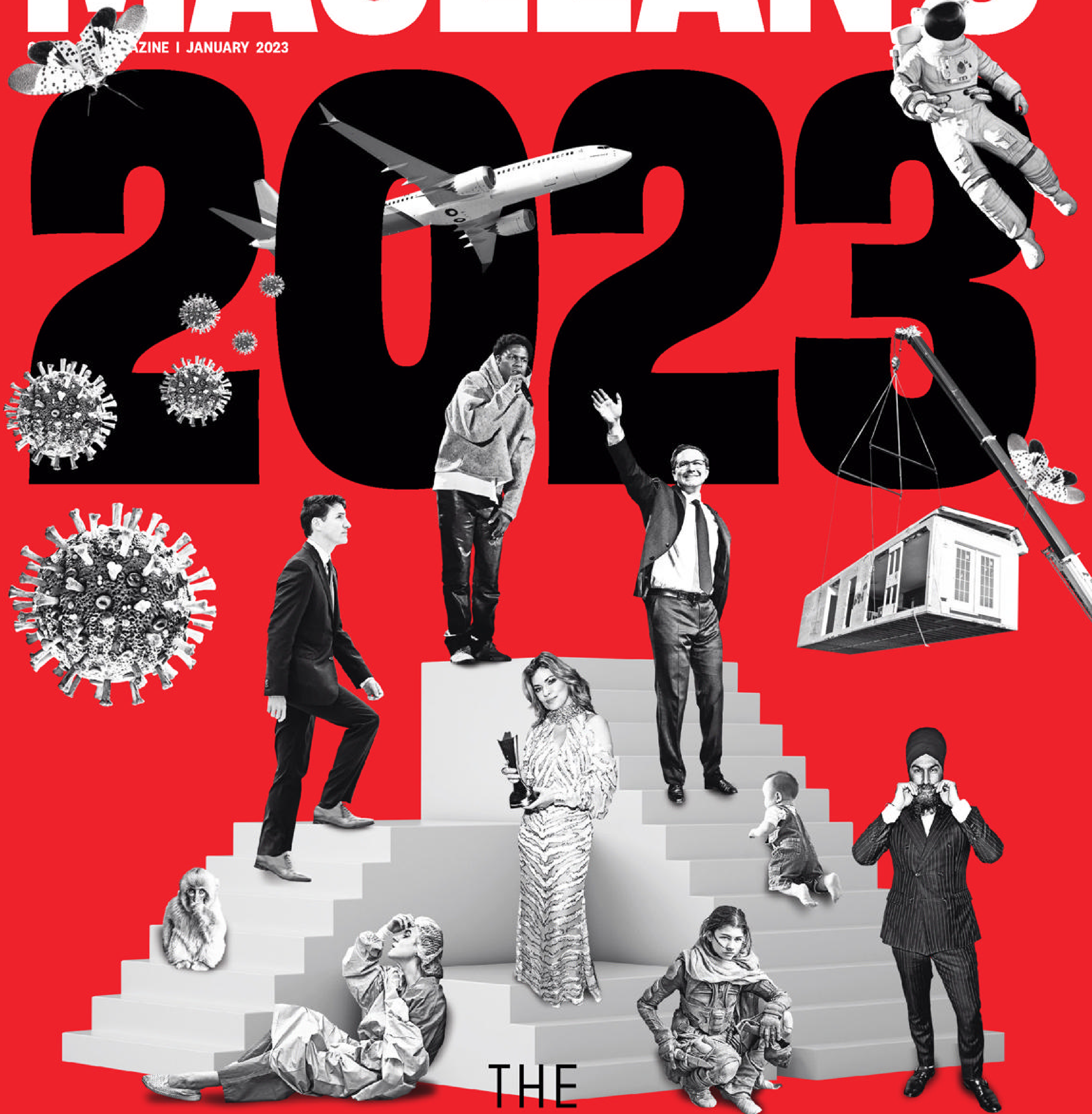

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THE YEAR AHEAD P. 23

Our annual look at what's coming your way in 2023

This special issue is chock full of predictions on what to expect this year—for better or worse—in science, technology, politics, real estate, society, education, the environment, health, food and culture. From drone delivery services to political battlegrounds, online degree certification to vegan seafood, the *Maclean's* Year Ahead issue is a rollicking road map to Canada's near future.

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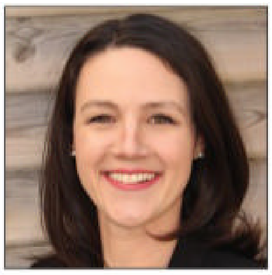

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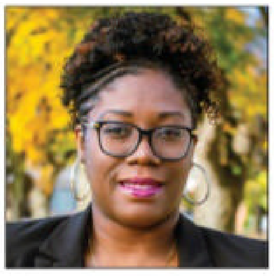

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EDITOR'S NOTE

IN THIS ISSUE OF MACLEAN'S

Canada has a demographics problem. By 2030, nearly a quarter of the population will have aged out of the workforce. We have a relatively low birth rate and a ballooning population of older people with complex medical needs. Our tax base is shrinking, while our public costs are rising.

None of this is news. Back in 2017, the *Globe and Mail* columnist Doug Saunders spelled out what he described as a "crisis of underpopulation" in his book *Maximum Canada: Why 35 Million Canadians Are Not Enough.* It was obvious to him back then that Canada's sparse population was holding the country back, slowing down innovation and driving talent to denser cities in other countries where there's more economic opportunity.

Now, at the start of 2023, we're seeing the crisis in action. Many businesses can't operate at full capacity due to a national labour shortage. About one million jobs are vacant across the country. And we are ill-equipped to care for our oldest citizens: one reason our ERs are overcrowded is that many hospital beds are occupied by elderly Canadians who can't manage on their own and can't find a spot in a care facility. Our theoretical population challenge has become a major pain point.

So I was encouraged by the federal government's recent announcement that it would increase its target for immigrants entering Canada, with a goal of bringing in 500,000 in 2025. (That's a big increase from 2022, when 405,000 immigrants arrived.) I was also glad to see that the news was met without controversy, despite all the political polarization in the world today. Many liberal countries have experienced a rise in anti-immigration sentiment. Here, there's no debate. All major political parties agree: we need more immigrants.

> All major political parties agree: we need more immigrants. But are we prepared for their arrival?

But are we prepared for their arrival? Can we handle the administrative work required to bring them all in? (Given how tough it is to get a passport renewed, I have my doubts.) And where will they all live? The average cost of a one-bedroom apartment in Toronto is $2,481 a month—a 20 per cent rise over last year—which is out of reach for many newcomers.

Rupa Banerjee, an associate professor at Toronto Metropolitan University and a Canada Research Chair in immigration-related issues, raises these questions, among others, in her essay on the importance of attracting skilled workers (page 35). "If we don't get this right, we'll see a long-term ripple effect on the health of our people and our country," she writes.

We invited Banerjee and other Canadian thinkers to contribute to our annual Year Ahead issue, which features more than 100 predictions for the next 12 months, including the arrival of futuristic air taxis, AI health-care solutions and, yes, the dreaded recession. No one has a crystal ball, of course. We based our predictions on the trends we're noticing now and issues we believe are important to Canadians. We hope it helps you better understand where the country is headed.

SARAH FULFORD
Editor-in-chief, *Maclean's*

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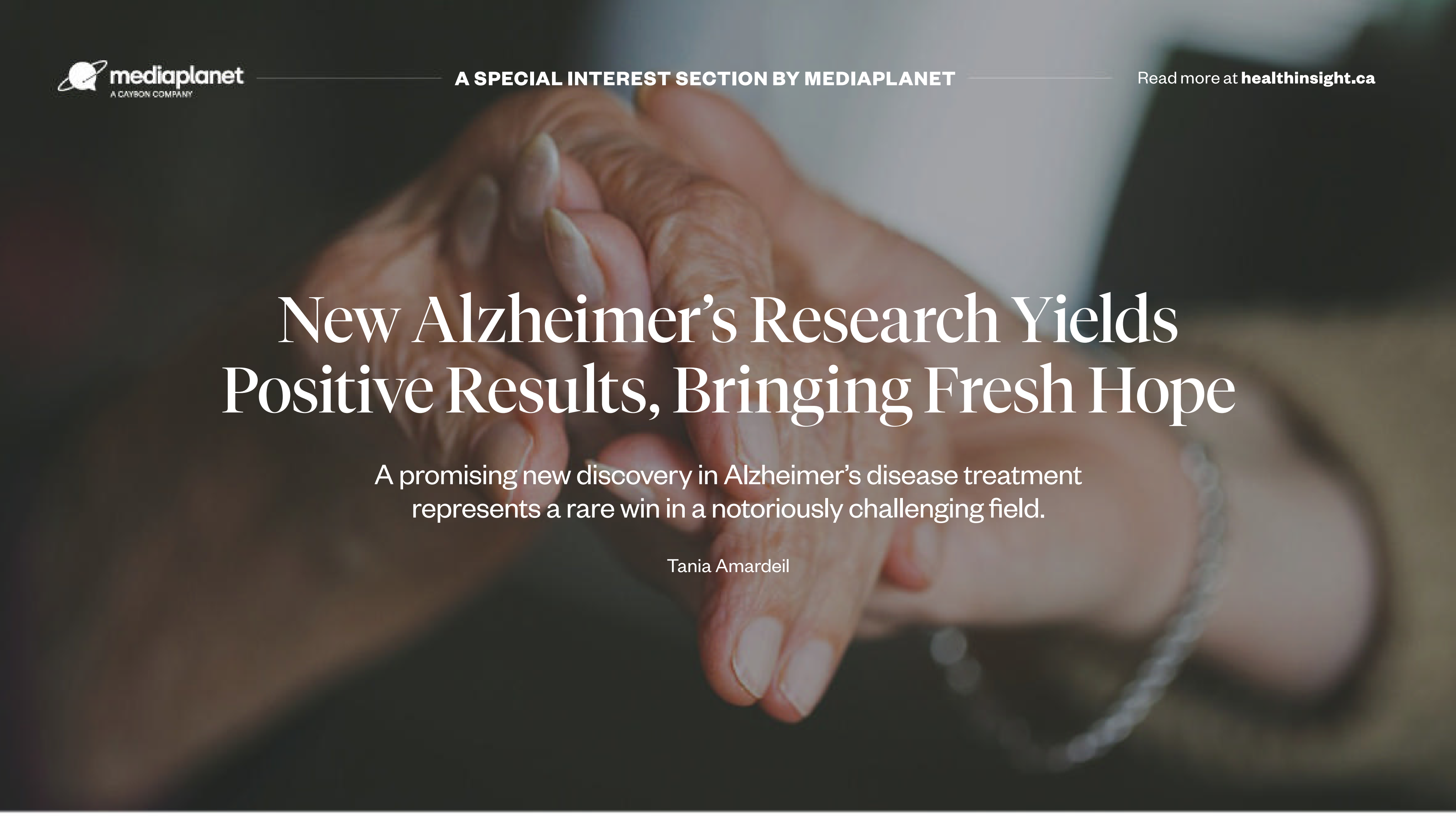

New Alzheimer's Research Yields Positive Results, Bringing Fresh Hope

A promising new discovery in Alzheimer's disease treatment represents a rare win in a notoriously challenging field.

Tania Amardeil

Emerging Alzheimer's treatment research is giving new hope to people living with Alzheimer's, their caregivers, and health-care providers. This is especially promising given that over the years, many pharmaceutical companies have tried and failed to find an effective treatment for this progressive brain-atrophying disease, which affects approximately 570,000 Canadians and costs our economy and health-care system over $10.4 billion annually. A breakthrough could change how we treat the disease and change millions of lives.

Promising new research

"Over the years, there have been several attempts by pharmaceutical companies to demonstrate that experimental treatments designed to remove amyloid beta (Aβ) plaques from the brains of people suffering from Alzheimer's disease have an effect on slowing cognitive and functional decline," says Dr. Luc Boulay, Director of Medical Affairs and Neuroscience at Eli Lilly Canada. "However, results have largely been negative and unclear."

Recently, though, research has highlighted the effectiveness of a promising new Alzheimer's drug. The new data is very good news. "The trial's preliminary results demonstrate that reducing Aβ has a measurable effect on slowing cognitive and functional decline," says Dr. Boulay. "This is the important link that the field has been looking for."

Exploring the amyloid hypothesis

The new data supports a bigger hypothesis — the amyloid hypothesis — that has floated around the Alzheimer's field, unverified, since the mid-‘80s.

"The premise behind the amyloid hypothesis lies in the idea that Aβ deposits and plaques in the brain is a critical step in the progression of Alzheimer's disease," says Dr. Boulay. "So far, there have been several experimental treatments that have demonstrated that they can effectively remove Aβ. However, they haven't demonstrated a clear benefit in terms of slowing disease progression."

The emerging new science supports the long-standing theory about removing Aβ deposits, showing that delaying the advance of this debilitating disease is possible for people with early Alzheimer's. It's a positive advancement for those affected by the disease and promises to drive more research into new treatments.

Looking toward a brighter future

New disease-modifying medicines will reshape not only approaches to Alzheimer's treatment but also approaches to diagnosis and care.

"We'll need an infrastructure geared toward the early identification of people who will benefit most from these revolutionary treatments," says Dr. Boulay.

As it stands, stigma and lack of awareness of neurological conditions like Alzheimer's impact early diagnosis rates. "Our society lacks general awareness of the consequences of neurological conditions," says Jane Barratt, Secretary General at the International Federation on Ageing. "As a result, people with neurological symptoms often don't go to the doctor until the symptoms are quite visible."

As Barratt notes, early diagnosis is critically important in treating diseases like Alzheimer's and delaying diagnosis results in inadequate management and treatment of the condition.

"Our health-care system needs to be reoriented to a prevention and promotion model rather than just focusing on curing sickness," Barratt adds.

Although we still have a long way to go, the future of Alzheimer's treatment is getting brighter. ■

Dr. Luc Boulay
Director,
Medical Affairs
and Neuroscience,
Eli Lilly Canada

Jane Barratt
Secretary General,
International
Federation
on Ageing

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THE INTERVIEW

CONVERSATIONS WITH THE NATION'S NEWSMAKERS

Supreme Court Justice **Michelle O'Bonsawin** is no Ruth Bader Ginsburg. She's just fine with that.

INTERVIEW BY **BY KATIE UNDERWOOD** • PHOTOGRAPHY BY **RÉMI THÉRIAULT**

IN A WORLD OF AMY CONEY BARRETTS and Brett Kavanaughs, Michelle O'Bonsawin was intent on keeping a low profile. Then in September, O'Bonsawin, a 48-year-old mother of two, was appointed the first Indigenous judge to sit on the Supreme Court of Canada in its nearly 150-year history—and with that came backlash. Critics picked apart O'Bonsawin's credentials, which include a past stint at the Ontario Superior Court of Justice, plus a recent Ph.D. thesis (now embargoed) with a focus on Indigenous law.

O'Bonsawin's lived experience as an Abenaki member of Quebec's Odanak First Nation has never been more relevant to Canada's highest court, which will field two landmark cases pertaining to Indigenous self-governance in the coming months. (One of them, centred on Bill C-92, will determine whether it violates provincial jurisdiction to give Indigenous communities precedence over child-welfare cases.) O'Bonsawin has said herself that she's a judge first and an Indigenous woman second, but you can't exactly fault Canadians for wanting to know a bit more about the woman wielding the gavel. Here, O'Bonsawin revealed, well, a little bit.

You've wanted to be in law since you were nine. Was there any precedent for that in your family or community?

No precedent. I come from a working-class family. My father worked as a machinist at Inco, then a mining company in Sudbury. My friends' fathers worked at Falconbridge—another mine—and my mother was a schoolteacher. There were no legal professionals anywhere in my family, but when people asked me what I was going to be, I said, "A lawyer." In French, we say, "C'est inné."

Innate?

There you go. It's not like I was a kid who watched *Matlock* every day after school. Law was just what I was going to do. I really don't know why.

One of your distant cousins, Richard O'Bomsawin, is the current chief of Odanak First Nation. Your family clearly has some heavy-hitting leadership genes.

He tells me we're related. O'Bonsawin is sometimes spelled with an "m," but it's all the same family.

You completed your Ph.D. defence last year. Supreme Court judge is an enviable first job to land post-graduation.

I started my Ph.D. in law at the University of Ottawa back in 2016. I took a brief leave from the program because applying to join the Supreme Court is, of course, a lot of work in and of itself. It's one thing to do a Ph.D. when you're working full time as general counsel, but this was something different. I ended up emailing former Chief Justice Beverley McLachlin to ask whether she thought

> **“To the naysayers, I would say: have a look at what I’ve done. The work shows that I’m not just a token Indigenous judge.”**

I could do it all. She encouraged me to go back and finish.

Your thesis, which is now embargoed, focused on the use of the Gladue principles in Canada. It’s a legal framework that says judges must factor colonial traumas—like racism and displacement—into the sentencing of Indigenous people during criminal trials. Why are the paper’s contents hidden?

I had a discussion with my supervising group. It wasn’t just my decision. A lot of people think there’s something odd about the embargo, but it does happen. Many theses by pharmaceutical experts are embargoed for different reasons. My situation was unique, in that this was something I wrote as a sitting judge. It’ll be embargoed for five years, and then we’ll revisit it.

I suppose people have questions about what’s in it. How would what you wrote impact your job now?

I wouldn’t want anyone to read into something specific and then say, “Well, she’s not impartial because she writes about Indigenous issues,” for example. That would be ridiculous. As a judge, my job is to be impartial. No one at the university had dealt with a situation like this, so it was better to err on the side of caution.

Sometimes judges take a stand. You’re filling the vacancy left by Justice Moldaver, who was outspoken in his support of complainants in sexual-assault trials. Now there are several high-stakes cases before the Supreme Court that deal directly with Indigenous self-governance in Canada. Do you think it’s possible for you to be impartial?

Yes. If you ask people who appeared in front of me when I was a trial judge, they’d say I’ve always been impartial—and I’ll maintain the same position on the Supreme Court. Whether it’s a Black judge hearing about a Black person, or a Jewish judge hearing about a Jewish person, everyone brings baggage to this job. My life informs my position, but we decide on the facts as they’re presented.

There’s a lot of scrutiny surrounding your appointment. How do you respond to criticism that you have less experience than Supreme Court judges who’ve been appointed in the past?

I’m very qualified for this position. I practised as an in-house litigator for 17 years—at the RCMP, Canada Post and the Royal Ottawa Health Care Group. I have specialties in labour, human rights and mental-health law. I have a Ph.D. I’ve conducted trials in French and in English. To the naysayers, I would say: have a look at what I’ve done. The work shows that I’m not just a token Indigenous judge.

Speaking of your resumé: you’ve had some extremely Canadian jobs. You once worked as a tour guide at a mine in Sudbury, which was a huge Ontario tourist draw thanks to the Big Nickel statue nearby.

It was very Sudbury. The tour we gave in the mid-’90s is quite different from the way the place is set up now. We used to take people thousands of feet down into the mine shafts in cages, and they’d see how fast they dropped. The best fun was when we’d turn the lights off to show the visitors how dark it was underground when the mining was going on. You couldn’t even see your hand in front of you. Every once in a while, you’d hear a little kid scream.

Do any fun, tourist-friendly facts linger in your mind?

At that time, the place had an underground garden. We were all surprised, but I remember seeing a lot of vegetables.

I want to go back to the Court for a second—

Oh, and before I ran tours at the mine, I worked for my aunt at a chip stand. When I got home, I smelled so much of grease that my mother would make me change clothes in the garage.

In the U.S., the Supreme Court nominations have been unambiguously politicized—it’s a hot mess, really. No offence, but I don’t think most Canadians could name all of our Supreme Court justices. Do you think that’s a good thing?

I think it’s a neutral thing. Informed Canadians are always good for society. But as a sitting judge, I like the anonymity of being able to go out and not get recognized—not in Ottawa, which is a very political town. In Montreal or Toronto, however, no one knows who Justice O’Bonsawin is.

Do you consider yourself to be a private person?

Yes.

Perfect answer. Before she died, Ruth Bader Ginsburg had a dedicated stream of merchandise. I guess that’s not something you aspire to?

Everyone aspires to be R.B.G. She was a rock star. But I just want to be me, a judge who’s fair, impartial and renders great decisions. I don’t need to be a public figure to do that work.

R.B.G. aside, who are your legal heroes?

Georgina Jackson on the Saskatchewan

Hair and makeup by Noah Venkatarangam

“The Supreme Court is basically an arranged marriage with eight other people”

Court of Appeal. Her and McLachlin: they were trailblazers. They started out when there weren’t many women on the scene. Ontario Justice Charles Hackland—whom I know as Chuck—was brought on to handle the Rob Ford conflict-of-interest case back in 2012. He taught me a lot about being a good listener when you’re sitting in court.

Were there any game-changing cases that unequivocally cemented the power of the Court in your mind?
Definitely *R. v. Gladue* in 1999, which effectively mandated the sentencing principles we talked about. There was also *Delgamuukw v. British Columbia* in 1997, which established that Aboriginal title—like land ownership—was protected by the Constitution. I’m interested in the upcoming cases related to Indigenous title, but also things like privacy and other Charter issues.

You’ve been on the bench for a few months now. Have you built relationships with any of the other judges?
The Supreme Court is basically an arranged marriage with eight other people. There’s no welcoming committee—no one brought me muffins—but people dropped by and introduced themselves. I knew Justice Brown and Justice Martin beforehand. One of the first lunches I had was with Justice Moldaver, whose seat I’d just taken over. Justice Kasirer, who I’ve adopted as my mentor in civil law, gave me my first copy of *Le Droit à la Ville*.

Have any Indigenous colleagues reached out to talk about what your appointment means to them?
I know my community is extremely proud of me. At my private swearing-in ceremony, the chief of my nation gave me a basket made of black ash and braided sweetgrass, which the Abenaki people are known for. When I went to the Indigenous Bar Association’s annual conference in Montreal in October, I got a standing ovation.

Were there any young, aspiring M.O.B.s in the audience?
I met some Indigenous junior counsel who said that my appointment was inspiring to them—that even given the colonial process we’re working within, we could be named to the highest court in Canada. I still mentor young women, and some young men too. I’ll have some advice for them, I hope.

Some justices have a reforming streak inside of them, and some are reformers by virtue of being who they are, where they are. Would you say that you’re a reformer?
I wouldn’t call myself that. I’d definitely say that I’m someone who’s progressive and centre-minded. That’s served me. The evolution of social norms is really important. There are many social changes we want to see as Canadians. I’m not saying I’m going to spearhead those changes, but I may be a part of them just by sitting on this court.

You live in Ottawa, which is all politics, all the time. What do you do when you’re off-court?
Before I came to Ottawa, I would sew a lot—even my own clothes. I called myself a little seamstress. After the move, life took over, and I realized I needed to do things other than… judging. So I read murder mystery novels, like ones by Harlan Coben or John Sandford. I paint a lot of Indigenous imagery, like the creation story of Turtle Island. (Sometimes there are eagles.) You may have also heard I have quite a few pets: three dogs, eight chickens and a gecko.

Did you just say you have eight chickens?
We have eight chickens. My husband and son built a coop for them in our backyard. It’s so large that we call it the “Château des Poules.” On a busy summer day, we’ll get six to eight eggs from them. At this time of year, we get two.

Nine chickens is a Supreme Court bench.
Maybe I should rename them.

Do your kids have any awareness of the gravity of your job? Any innate lawyers among them?
My youngest, who’s 16, is a political junkie. When I was a trial-court judge, he was curious to find out about the kinds of cases I was working on. I didn’t get into the specifics, but he knew I was doing criminal law—so drugs, sexual assault cases, things like that. My husband constantly has CNN on, so we talk about what’s going on in the world. My oldest is a student who’s specializing in glass art. He does *not* want to be a lawyer.

Some might say that practising law is an art.
Oh, absolutely. The art of the word.

Did your parents ever give you context for the social hierarchy that you’d face down when you became a lawyer? How do you think about that now, given where you’ve ended up?
My dad was very poor growing up. My grandfather worked two jobs. It was not easy living. When my dad was young, his family were known as “the savages of Sunnybrae Avenue.” We talked politics, but we didn’t see people like us in positions of power. That’s changed now. ■

This interview has been edited for length and clarity.

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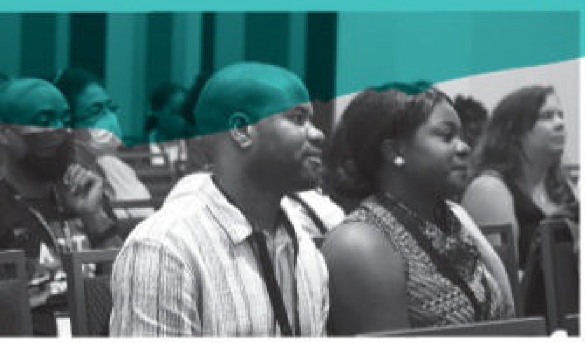

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CAMBRIDGE SUITES HOTEL
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Make workplaces welcoming

To combat the isolating effects of working from home, businesses need to create a sense of belonging. ***By Kim Samuel***

THERE'S MUCH TO LOVE about remote work. You can accomplish a lot from the comfort of your own kitchen table, zip out for appointments as needed and be available to care for small children. The commute is definitely shorter. And yet, as freeing as all that flexibility may be, it comes at a price. There's a reason these last couple of years have given rise to worker movements like "the Great Resignation." In the absence of water coolers, face-to-face meetings and semi-regular pizza lunches, employers are now forced to work harder to maintain a sense of cultural cohesion. These days, one of the biggest business liabilities is isolation.

We already know that loneliness is associated with a whole host of health problems—sleep issues, heart disease, depression, even premature death. It's also toxic for workplaces. A 2021 study by the consulting firm McKinsey & Company examined what's behind the record-high rates of quitting worldwide. When researchers asked managers why they thought their workers had left their jobs, respondents pointed to issues like low pay and a lack of work-life balance. But surprisingly, more than half of employees said it was because they didn't feel a sense of community at work. Whether or not teams stay hybrid, belonging has to become an orienting principle, not just a nice-to-have—from big boardrooms to factory floors. In 2023 and beyond, employees need to feel comfortable bringing their whole selves to the job.

ILLUSTRATION BY **PETE RYAN**

I realize that the word "belonging," a concept I've based my entire work life around, might seem to some like soft stuff. I also know that businesspeople like metrics, so here are a few: according to a Gallup poll from last September, employees who feel connected to their workplace are almost four times more engaged, almost 70 per cent less likely to report burnout and, crucially, 55 per cent less likely to be on the hunt for a new job.

The idea that work must be a source of interpersonal fulfillment—rather than just a source of a paycheque—is a seismic shift. More and more, managers will have to build bonds by controlling less and listening more. They'll have to move away from prescriptive, top-down policies and toward those "softer" interpersonal practices, like asking connection-building questions, giving positive feedback and putting away their phones during one-on-ones. They'll need to ask, and genuinely care, about workers' needs and values—right from the hiring stage. Does a prospective employee want to work at a company that cares about its carbon footprint? Do they need more flexible hours to deal with child- or elder-care responsibilities? Do they feel passionate about attending regular holiday parties? How do they define meaningful work? In the business world, there's a lot of talk about "tone from the top," but in truly welcoming workplaces, culture comes from the middle.

"Employees who feel connected to their workplaces are four times more engaged and 70 per cent less likely to report burnout"

There are plenty of other practical policy changes that can make employees feel more at home at work. I may be alone in this, but I think onboarding should involve much more than a week of legal box-checking and form-filling. At the moment, businesses treat the process more like an exercise in compliance than a meet-and-greet with new team members. Companies could pair each new worker with a designated mentor, one who acts as a reliable resource and sounding board long after the health-and-safety slideshows are over. With a friendly first point of contact, employees might feel like their voice matters from the beginning.

"Belonging" only began to gather steam as a business buzzword in the last few years—and it really took off with COVID. Its spiritual predecessor was diversity, equity and inclusion, or DEI. In the U.S. alone, $8 billion is funnelled into DEI initiatives every year. Togetherness is such a key corporate priority nowadays that big-name institutions like Harvard University, Nordstrom and DoorDash have installed executives with titles like "vice-president of global culture, belonging and people growth." That said, just because a company throws words like "inclusion" around doesn't necessarily mean it's inclusive. Many times, their initiatives are metric-focused: they count how many LGBTQ people were promoted in the last year, the ratio of men to women in the C-suite and, recently, how many Ukrainian refugees they've hired. The distinction between DEI and pure marketing has never been more important. Ernst & Young recently surveyed 5,000 workers around the world and found that roughly half of respondents felt lonelier at work now than they did before the pandemic. It's a good time to re-examine what those inclusion programs actually achieve.

To me, what matters is tracking how an individual feels when they get up and go to work—gender, race and sexual orientation aside. And to do that, we need to go deeper than merely looking at org charts; we need to use a bit of imagination. Just as magazines like this one track, say, Canada's best universities, I'd love to see a new metric developed by an independent body that specifically assesses companies' belonging scores. The metrics would be qualitative: is the office accessible? How much sway do workers have in overall decision-making? Do they feel supported?

Another, more concrete way for workers to exercise their right to belong is to give them a tangible investment in their companies. I've found that some of the most engaged employees are part of co-operative, worker-owned businesses that offer share-ownership plans—a model commonly known as economic democracy. These workers don't just have a token seat at the table; they have a stake in how their company is run.

I often cite the example of Evergreen Cooperatives in Cleveland, Ohio. It's a network of worker-owned businesses, including laundry services and renewable energy firms, many of which hire individuals who have previously faced significant hurdles to employment, like criminal records. At Evergreen, employees are board members and primary stakeholders. In Canada, NorthernNations Cooperative has brought disparate Indigenous-owned businesses under one shared entity to increase their branding and purchasing power. Both enterprises owe their success to their workers' collective values. Is that kind of co-operation consistent with the free-enterprise system? You bet it is.

Don't get me wrong: what I'm saying isn't purely altruistic. Belonging is good for business, and there will always be a need for personal boundaries at work. Offices (online or elsewhere) may never reach the level of intimacy available at social gathering places like churches and sports clubs. But there's no denying how important a sense of community is to employee satisfaction and retention, especially now. With a record number of job vacancies in Canada, no one could fault workers for seeking out positions that make full use of their individual gifts—and companies who value them, too. Times have changed, but I know what it's like to be an intern with your boss putting their name on your work. I know what it's like to feel invisible. All these lonely workers seem to be saying, "I want to know that my time and my ideas matter. And that it matters that I am here and not someone else." ■

KIM SAMUEL *is the founder of the Samuel Centre for Social Connectedness in Montreal. She is also the author of* On Belonging: Finding Connection in an Age of Isolation.

THE PROSPECT

YOUNG CANADIANS ABOUT TO BREAK BIG

The Green Queen

*Ottawa teen **Naila Moloo** is developing a newer, sleeker solar panel and a plant-based plastic*

WHEN NAILA MOLOO delivered a TEDx Talk on climate-saving tech last February, the inventions she name-checked were her own. The first was a wee, flexible solar panel; the second, a bioplastic made from duckweed, an aquatic plant. Moloo also discussed the butterfly effect, which posits that the faintest flap of the tiny creature's wings could cause a tornado halfway around the world.

It's a fitting metaphor for Moloo herself, who, at 16, is already making waves as an environmental innovator. Her body of work—which, along with the plastic and the solar panel, includes two fantasy novels—recently earned her a spot on the Women's Executive Network's list of Canada's Most Powerful Women and, last April, a Woman of the Year honour from the DMZ, a business incubator at Toronto Metropolitan University.

Growing up in Ottawa, Moloo was—shocker—a walking straight-A. “In Grade 5, while working on a project about geothermal energy, I was horrified by fossil-fuel statistics,” says Moloo. “That planted the seed for me to find my own solutions.” Three years later, Moloo competed in the Canada-Wide Science Fair with a project aimed at reducing teen mobile usage: a cautionary digital wallpaper for cellphones. (Its message: “Get off your phone.”) Moloo didn’t advance to the finals, but her work caught the attention of the Knowledge Society, or TKS, a 10-month after-school program that runs next-gen Canadian geniuses through a rigorous academic boot camp. Moloo received a full scholarship.

Moloo dreamed up her solar cell and duckweed concepts while navigating TKS’s heavy-duty course load. Where most solar panels are quite clunky, Moloo’s portable prototype is small enough to fit on an iPhone. As for the bioplastic, Moloo decided on duckweed, which is relatively cheap to harvest and can double its biomass every 24 hours. In May of 2021, she successfully pitched the premise to Denmark-based bioplastics company Pond Biomaterials, whose corporate partners include Adidas. Now, she spends her days off school developing her material remotely, in a lab at Carleton University.

During her *other* off-hours, Moloo plays basketball and preps for her SATs. (No doubt she’ll have her pick of schools.) Still, her growing suite of inventions is always top of mind. “One day, climate change will be the problem of today’s youth to solve,” she says. As ever, Moloo has a head start.

—Mathew Silver

POP QUIZ

Science hero: American biochemist Jennifer Doudna, co-inventor of the genome-editing technology CRISPR

Weekend watch: *Spider-Man: Into the Spider-Verse,* mainly for the computer animation

Dream ride: A Tesla. “They look cool, and they’re sustainable, but I’m not sure I’ll be able to afford something that expensive early on in my career.”

Fun with funding: “I’d go crazy on my solar panel idea. I’d buy my own lab and all the materials, and I’d work on it all the time.”

Canadian idol: David Suzuki, obviously

PHOTOGRAPH BY **JOHN KEALEY**

Block Party

With 540,000 square feet of coveted Vancouver office space and one killer patio, the Stack is the epitome of work-life balance

THESE DAYS, COMPANIES WON'T BE ABLE to entice their employees back to the in-person grind with any old cubicle set-up—new offices will have to dazzle. One such design statement is the Stack, a brand-new 37-storey tower in the heart of Vancouver's business district. Upon its completion at the tail end of 2022, it will become the tallest commercial building in the city.

Vancouver's Department of Planning, Urban Design and Sustainability demands that any proposals for buildings surpassing 400 feet must demonstrate design merit. (The Stack tops out at 530.) In other words, if a building is going to take up a ton of space in the downtown skyline, it better be pretty. "The Stack had to earn the extra height," says James Cheng, architect at Vancouver's James K.M. Cheng Architects, the tower's parent firm.

Shipping delays on glazing materials from Kamloops and stone travelling up the California coast pushed tenants' official move-in dates back by a few months. But now that the glass-coated edifice has taken its final form, it's easy to see how it got its name. Four "boxes," each containing 10 floors or less, are stacked vertically. No standard cubicles, but plenty of cubes.

Each box has its own unique layout: the ground-floor box, which features soaring ceilings and functioning windows, is a draw for big-thinking tech firms; box two has multiple open-air decks; and box three is set slightly askew for a Jenga-esque element of visual intrigue. Box four, with its harbourside views, is where any future patio parties will pop off.

The Stack's developers have also built an impressive suite of amenities. Nook, an Italian restaurant, takes up 5,000 square feet on the first floor. Elsewhere in the building, there's a fitness centre with a dedicated studio for group workouts—like yoga and Pilates—and lots of showers. And because it's Vancouver, there are 250 bike stalls, plus a one-megawatt, 21-plug electric-vehicle charging station in the Stack's expansive lower parking area. Remember commuting?

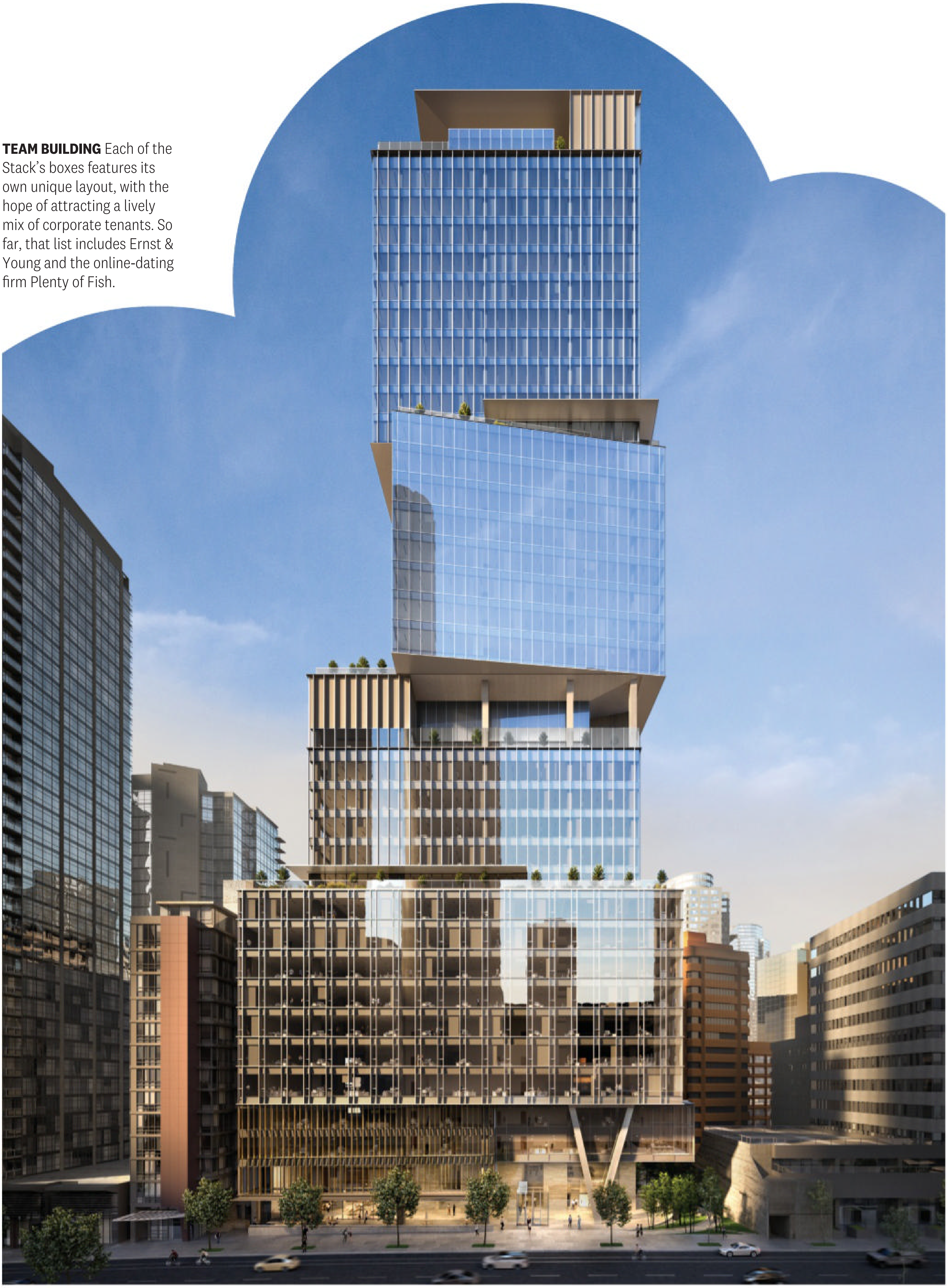
—Leila El Shennawy

UPPER DECK A splashy rooftop terrace, which tops the Stack's fourth box, offers stunning views of the North Shore mountains—not a bad backdrop for company barbecues. "You can have a real party up there," Cheng says. "It's the best view in Vancouver."

LEISURELY STROLL Its interior may be all business, but the Stack's ground-level park—complete with a pedestrian footpath, eye-catching art and a healthy helping of trees—is also designed for the public to enjoy

Photographs courtesy of Oxford Properties Group

TEAM BUILDING Each of the Stack's boxes features its own unique layout, with the hope of attracting a lively mix of corporate tenants. So far, that list includes Ernst & Young and the online-dating firm Plenty of Fish.



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Canada's national magazine

2023

The Year Ahead

EARLY 2022 CARRIED THE PROMISE OF A JOYFUL, BACK-TO-NORMAL-ISH post-COVID life. Then a tsunami of gloomy news dampened our optimism: inflation, climate disasters, the brutal Russian assault on Ukraine. The ugly political polarization south of the border crept northward—and a horde of trucks in downtown Ottawa led the charge. Some depressing trends are set to continue into 2023, but there are also many rays of hope. Canada is on the forefront of the fight against climate change, developing ingenious new gadgets and technology to reduce emissions. Drones and self-driving cars are going from sci-fi to mainstream. Hospitals will run on artificial intelligence, and Canadians will cope with exorbitant housing costs by devising clever living arrangements that come with the happy side effect of making us all feel a little less alone. Here, our guide to the Canada of tomorrow.

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THE
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Science & Technology

Electric cars aren't the only innovation on the block—though they'll get a serious boost in 2023. Canada's got a whack of shiny new tech coming down the pipe: delivery drones, lightning-fast internet and a hyperloop that's sure to make Elon envious.

1

The James Webb telescope will reveal more surprises

Last July, the internet let out a collective gasp at the sharpest images ever taken of newborn stars, freshly captured by the James Webb Space Telescope. The Canada Space Agency made key contributions to the $10-billion tool: a fine guidance sensor that focuses on intriguing objects and a near-infrared imager and slitless spectrograph that can provide glimpses of galaxies mere minutes after they're born. NASA regularly uploads dazzling new photos to a public Flickr account, and some astronomers even believe we'll soon spot evidence of alien life.

2

New sleep tech will cure insomnia

The pandemic proved to be a lousy relaxation exercise. Eighteen per cent of people worldwide (and 33 per cent of health-care workers) reported poorer sleep quality throughout. Eyeing an opportunity, some enterprising Canadian companies are rolling out technologies to help combat so-called "coronasomnia." Smart Nora created a device that detects snoring and inflates users' pillows, thereby opening stifled airways. Precision Nutrition, a software and training company for nutrition coaches, now tackles stress and sleep management. And for anyone who *doesn't* love the idea of being covered in electrodes at a sleep lab, Toronto's Bresotec has developed a take-home apnea test, which is pending approval from Health Canada.

3

Drones will revolutionize commercial delivery

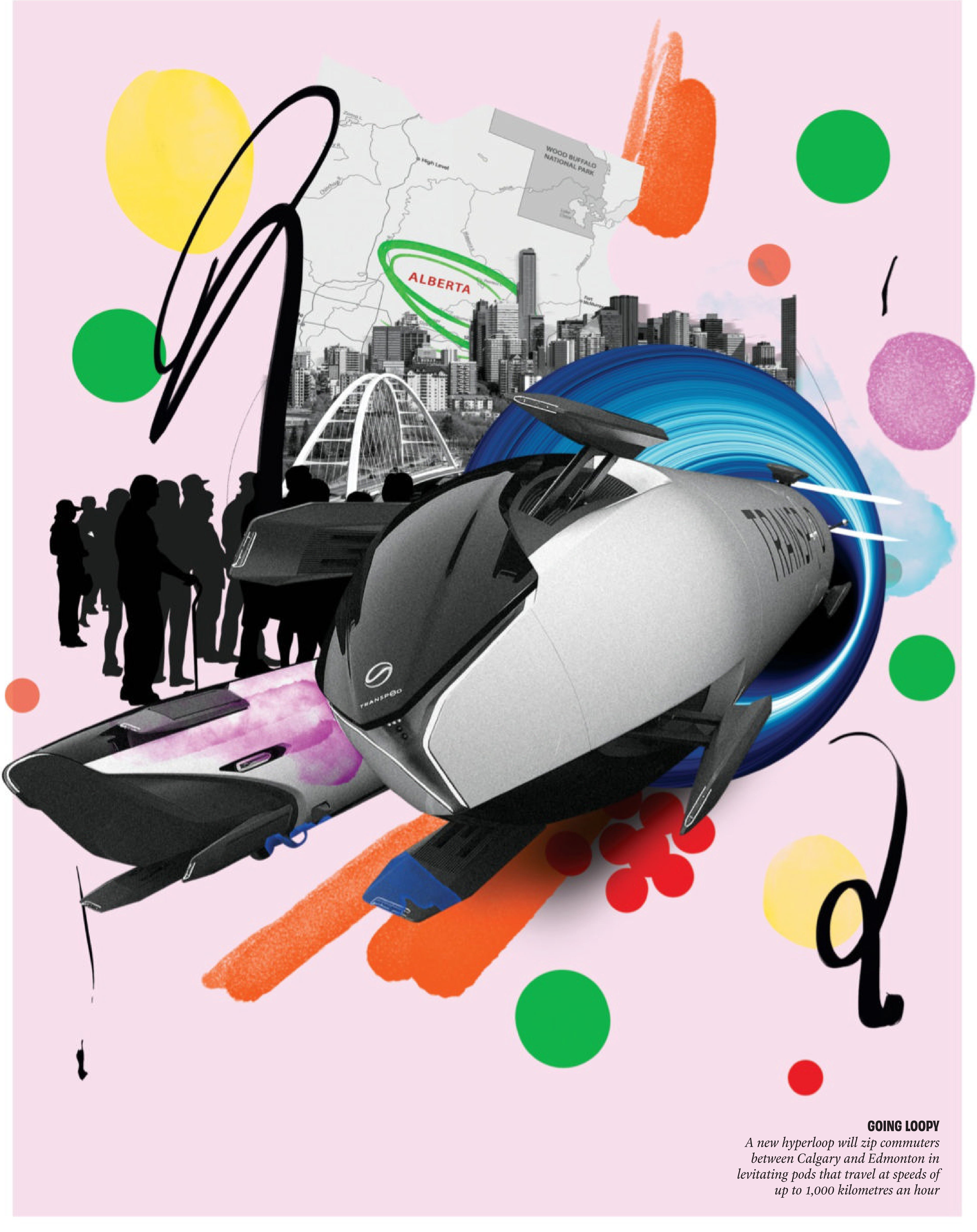
Last year, employees at Drone Delivery Canada in Vaughan, Ontario, controlled the flight of packages at the Edmonton International Airport, some 3,300 kilometres away. Using a short route between the EIA Airport Operations Facility to a site in nearby Leduc County, the drones shuttled cargo—in the form of 4.5-kilogram packages—to two nearby shipping companies, which then delivered the goods to their final destinations. These test flights could eventually become a permanent solution for Canada's beleaguered supply chain, expediting deliveries and reducing emissions. The National Research Council is funding more studies on drone delivery, the federal government has launched an implementation plan, and municipalities (like Waterloo, Ontario) are eager to establish their own routes ASAP.

4

Albertans will zip to work on magnets

Move aside, Elon Musk: Canada is set to get its own high-speed hyperloop. The FluxJet, produced by Toronto-based transportation-tech firm TransPod, promises to shuttle passengers between Calgary and Edmonton in pods that magnetically levitate in a vacuum tube at speeds of up to 1,000 kilometres an hour. The trip will take just 45 minutes and cost 44 per

Photographs by Transpod, iStock


WOOD BUFFALO NATIONAL PARK
High Level
ALBERTA
TRANSPOD
TRANSPOD

GOING LOOPY

A new hyperloop will zip commuters between Calgary and Edmonton in levitating pods that travel at speeds of up to 1,000 kilometres an hour cent less than a plane ticket. TransPod is currently focused on buying up land and conducting environmental assessments, and a 10-kilometre track is scheduled to be operational by 2027. If this all sounds a little far-fetched, the company has already secured $550 million from international investors, and also expects that governments will partially fund the project, estimated at $18 billion.

5

Quebec will buzz with electric air taxis

Here's one sign that the not-so-distant future might resemble a *Jetsons* episode: electric air taxis could arrive in Montreal as early as 2026. The Quebec aerospace and aviation-component manufacturer Vertiko Mobility has partnered with Texas-based aircraft builder Jaunt Air Mobility to bring 70 of their eVTOL (or electric vertical take-off and landing) aircraft to La Belle Province. Each vehicle can hold one pilot and four passengers, has a driving range of 195 kilometres and resembles a mashup of a helicopter and a turboprop. Vertiko is set to kick off full-scale testing next year. To make such flights possible, Montreal company VPorts plans to build 1,500 terminals (or "vertiports") in cities around the world.

6

Northern Quebec will lead the EV revolution

One of the bigger snags in the EV boom has been how to source the hard-to-find raw materials (like lithium) required for batteries. China currently dominates the rare-earth supply chain—a fact both Ottawa and Washington believe will change with the upcoming opening of the North American Lithium Project, a mine in Quebec northwest of Montreal. When the facility opens, it will be just the second reliable source of lithium in North America; better still, it's a green dream, operating on hydro electricity and recycling water to separate minerals. The federal government has announced plans to pour $3.8 billion into the Canadian mining industry over the next decade. All that investment is already paying dividends, with the Dutch car company Stellantis breaking ground on a $5-billion-plus EV-battery factory in Windsor, Ontario—and creating 2,500 jobs.

7

Future astronauts will train in northern Ontario

In Cochrane, Ontario, 385 kilometres north of Sudbury, an ambitious aerospace enterprise called Stardust Technologies has grand plans to train future astronauts. The facility, which spreads across 46 hectares, is the result of a partnership with Western University and the University of Technology in Sydney, Australia. Aspiring rocketpeople will occupy inflatable domes for between two weeks and three months at a time to mentally prepare for the challenges of isolation. The company is also set to open an innovation hub, with the goal of building more interest in STEM disciplines among Canadian youth.

8

Canadian med-tech will improve remote health care

Recently, the Canada Space Agency and the feds were wondering how to keep space travellers in tip-top shape during long interplanetary trips—so they launched a contest. Among the 20 ideas shortlisted as semifinalists were wearables that monitor and diagnose respiratory and cardiac issues, an AI-powered virtual medical assistant and an ultra-light MRI machine. In 2023, we'll see proofs of concept and a list of finalists. In addition to their lofty deep-space applications, the winning technologies will help solve issues closer to home, particularly in remote communities within Canada.

9

A Toronto company will churn out self-driving vehicles

Waabi is poised to make driverless cars a reality. The AI company, founded in June of 2021 by University of Toronto computer science professor Raquel Urtasun, has raised $83.5 million from Uber and OMERS ventures, among other investors. Waabi's secret sauce is what it calls "the world's most advanced simulator," which limits the need for real-world test drives, and thereby lowers risks to innocent bystanders. Waabi's self-driving AI brain also has the intuition and flexibility to make decisions in the face of surprise scenarios. Eager buyers abound, including members of the $800-billion trucking industry, which is in dire need of long-haul solutions.

10

Internet speeds will accelerate by a factor of 10

Despite the prolonged controversies surrounding the effects of 5G internet—political and otherwise—Ottawa is already moving ahead with R&D for 6G, its much-hyped successor. The excitement is warranted: 6G would introduce speed capabilities roughly 100 times faster than 5G. It could also lead to the development of more advanced machine learning and more immersive experiences in the metaverse. That's on Canadian schools and tech firms to figure out by 2030, when the technology is expected to roll out. ■

Photograph by iStock

MY PREDICTION

We'll do more of our banking and shopping on the blockchain

HOW THE NEXT ITERATION OF THE INTERNET WILL CHANGE OUR LIVES

By Morva Rohani

Executive director, Canadian Web3 Council

When the internet was first created, we never could have predicted how ubiquitous it would become. We had no idea it would lead to email, Facebook and cat memes. Innovation of that scale doesn't come around often—and our generation is about to live through another internet-level moment with the proliferation of Web3.

Web1 was the read-only internet of the 1990s, and Web2 arrived with the collaborative social web of the mid-2000s and 2010s. Web3 refers to the third iteration of the internet, which is founded on blockchain technologies and cryptocurrencies. When people hear "Web3," they think of Bitcoin, but it's so much more than that. Web3's technology will eventually enable decentralized finance, grant users more control over their personal data and improve product tracking, among other things. It has the potential to be the most important innovation of our time.

The original utility of Web3 was to facilitate financial deals without the need for banks and other intermediaries. As a result, it's largely the purview of developers, tech entrepreneurs and crypto investors. But everyone who uses money could benefit from this new technology. It'll be possible to perform low-cost, near-instantaneous currency transfers around the world, which means individual users could manage their personal finances entirely on the blockchain. This would cut out transaction fees and wait times. Businesses and creators could use the blockchain to sell their products and content without having to sacrifice part of their earnings to distributors like Amazon or Spotify.

Soon, we'll also start using Web3 technology to improve identification management. Instead of keeping endless member cards and passwords in our wallets and notes apps, we could simply encrypt our digital identities on the blockchain and use them in situations that require us to present our IDs—like renting a car, for example. Imagine no longer waiting months for a physical passport to come in the mail, or fretting that you forgot your driver's licence at home.

The blockchain will make products more easily traceable, allowing consumers to track where their purchases come from. Shoppers will be able to find out when an apple was picked before buying it, or verify the provenance of a Chanel bag to ensure it's the real deal. If, in the future, we end up spending a lot of time in virtual worlds—like the metaverse—we'll use blockchain technology to shop and earn money.

There's one problem: this technology is evolving so quickly that government bodies are struggling to keep up, resulting in a piecemeal regulatory approach with blurred boundaries between federal and provincial agencies. For example, we have inconsistent oversight of crypto platforms, and securities infrastructure varies across the country. We're also saddled with unwarranted restrictions on innovation and client trading: Ontario has imposed investment limits on cryptocurrencies, whereas B.C., Alberta and Quebec have not. We're stuck with a system that confuses regulators, investors and crypto users alike.

Canada was on track to become a world leader in Web3 just a few years ago. We invented the second-largest blockchain network (Ethereum), and some of the hottest NFT art markets emerged here. But we haven't established policy fast enough, and innovators are now afraid of unknowingly violating laws they didn't know existed. For instance, how does fraud prevention work in the Web3 space? What about taxes? Lacking a legal roadmap, many of our innovators have left for jurisdictions that have some guidelines, like California, Florida and Switzerland. Vitalik Buterin, who co-founded Ethereum while living in Toronto, has left Canada in favour of a nomadic lifestyle.

Photograph courtesy of the Canadian Web3 Council

Our governments are not used to being ahead of the world in policy innovation. (Cannabis is a notable exception.) In my work with the Canadian Web3 Council, a group of private-sector stakeholders, I educate federal and provincial policymakers on how to move forward. This is the year to update our regulation of Web3 tech in Canada, to foster a framework of creators and better business right here. The Bank of Canada seems to be exploring the creation of its own version of a digital dollar, but it's unclear what it will be used for. There is also a federal financial-sector legislative review on the digitalization of money under way, which the 2022 budget will fund for the next five years.

Even so, we may still be a few years from normalizing decentralized banking and digital identities. Innovators worldwide are going to make big technological leaps as the internet transforms. Canada has to decide whether or not it wants to be at the forefront. ■

THE
YEAR AHEAD
2023

Politics

The Smith-Notley fracas escalates in Alberta as Trudeau wages multiple battles federally. Meanwhile, Russia's invasion of Ukraine continues to reverberate around the world, while cost-of-living woes dominate on the home front.

1

The highest-stakes election will be in Alberta

Maybe by the time Albertans head to the polls in May, Premier Danielle Smith will be done dousing her political tire fires. She spent her first days in office walking back controversies, including an assertion that unvaccinated people are "the most discriminated-against group that I've ever witnessed in my lifetime." She can probably count on the votes of those unvaccinated Albertans, but her broad appeal remains uncertain. The NDP is competitive in Alberta—in one recent poll, respondents favoured NDP Leader Rachel Notley by a 14-point margin. Elected to government in 2015, Notley lost to Jason Kenney in 2019, toughed it out in opposition, and might yet complete a phoenix-like comeback.

2

Trudeau will have a year from hell

Justin Trudeau's fight card for 2023 is already full. Premiers are banging the table for more health money. Quebec Premier François Legault is chafing over his province's share of federal immigration targets (which he says are so high as to cause social unrest), while Bill 21, his legislation banning public-sector workers from wearing religious symbols, may end up at the Supreme Court. Alberta, meanwhile, wants to pass a Sovereignty Act that would allow it to ignore federal laws. In February, we can expect a potentially damaging verdict on Trudeau's use of the Emergencies Act to quell the Freedom Convoy's occupation in Ottawa. And we may see more premiers thumb their noses at his father's legacy, the Charter of Rights and Freedoms, by invoking its notwithstanding clause—the back-door provision, recently used by both Legault and Ford, that overrides the rights the Charter is intended to guarantee.

3

Russia's invasion of Ukraine will be felt on Canadian soil

Since Russia invaded Ukraine in February, Canada has imposed sanctions on Russian oligarchs, given Ukraine $3.85 billion in cash, trained Ukrainian soldiers for battle and gifted all the matériel we had to spare. As fall turned to winter, Russia's flailing boots-on-the-ground invasion gave way to sustained bombing of Ukraine's energy infrastructure—a cruel strategy in a frigid country. What Ukrainians need now are heated homes. That means more people seeking refugee status and, with energy in short supply across Europe, more looking to leapfrog across the Atlantic. Canada needs to get ready; we're still struggling to process the roughly 200,000 Ukrainians who've already applied. Meanwhile, Deputy Prime Minister Chrystia Freeland has promised to fast-track energy projects to help Europe. Allies will expect progress by 2024.

4

The fight for democracy will eclipse trade disputes with the U.S.

In a speech in Washington last February, trade minister Mary Ng described the Canada-U.S. relationship as having "a million moving parts." Those include the perpetual popped springs of cross-border trade, American dairy and Canadian softwood lumber. Meanwhile, supply chains continue to sputter and American protectionism is hampering Canadian business. But in another Washington speech in October, Chrystia Freeland warned of bigger problems ahead: autocracies are on the rise and will challenge democracies for global dominance. As dark as her vision is, it spells good news for Canada-U.S. relations–the need to co-operate will outweigh petty squabbles.

5

We'll welcome a record number of newcomers

Canada is admitting more immigrants than at any time in its history: the previous record of 400,000 was set in 1913, equalled in 2021 and crushed this year. And the plan is to keep setting new records, ultimately hitting 500,000 in 2025.

Photographs by CP Images, iStock

The economy depends on it: more Canadians are now leaving the workforce than entering it, creating a persistent labour shortage, with nearly as many job openings as there are unemployed workers. The challenge is to match immigrants' skills to jobs, especially in sectors such as education, health care and construction.

6

Everyone wants an electric car—but good luck charging it

Electric and hybrid cars now account for more than seven per cent of new vehicle registrations in Canada, a rate that doubled in two years. That means we need more charging capacity, and fast. There are now 22,000 EV charging stations in Canada, about 420,000 short of what we'll require by 2035. Ottawa is funding 50,000 more chargers over the next three years through the Canada Investment Bank, which the Liberals launched in 2017. A lingering question is whether Canadians are ready to change their travel routines. Even the fastest charge takes 30 minutes, compared to a quick two-minute fill at the pump. If Canadians keep buying EVs at a record pace, of course, that question will answer itself.

7

Big tech will throw a fit about CanCon rules

Ottawa's ambitious effort to regulate big tech (companies like Alphabet, Apple, Meta, Microsoft and so forth) will get its first real test in 2023. The combination of the Online Streaming Act (Bill C-11) and the Online News Act (Bill C-18, still under consideration in the House of Commons) will make internet firms subject to Canadian content regulations, force them to contribute to the country's content subsidy programs and have them share revenues with media organizations whose news they post on their sites (and whose ad revenues they've poached). Big Tech is chafing at the prospect, but for the federal government, it's about forcing these companies–which happen to be among the world's most valuable–to invest some of their Canadian profits back in Canada. Ottawa is also threatening to implement a three per cent Digital Services Tax on these companies' Canadian revenues starting January 1, 2024. Washington has warned Canada not to collect the tax, even as the U.S. stymies a collaborative, global approach to the issue. All in all, 2023 has the makings of a ticking Big Tech time bomb.

8

The country will go deeper into debt for dental care

As part of their deal to avoid another federal election, Justin Trudeau's Liberals promised Jagmeet Singh's NDP a national dental care program in 2023. A recent poll showed that 72 per cent of Canadians support it. Dentists have expressed only minor quibbles. The provinces, though often touchy about new federal programs, have kept mum. Money, of course, could yet scuttle it. The Parliamentary Budget Officer reckons the five-year price tag could be nearly double the $5.3-billion estimate. The PBO is also forecasting deficits for the next five years, which means the government would have to borrow that money at ever-rising interest rates. Other priorities beckon—a brewing recession, aid to Ukraine—and Pierre Poilievre's Conservatives oppose the plan, saying it will goose inflation.

9

We'll finally get cheaper daycare

Last year, the Liberal government made good on its promise to sign agreements with the provinces to reduce daycare fees. But the details will vary from province to province. In most cases, provinces will phase in reductions, reaching $10 a day by 2026. And though the plan will create new subsidized spaces, there still won't be enough for all of the country's 2.1 million kids under age six. Nevertheless, parents are already dreaming about what to do with the thousands of dollars they'll save. Of course, maybe it'll just go to their mortgage renewals: the Bank of Canada predicts that in a few years, a typical mortgage payment will be 30 per cent higher thanks to rising interest rates.

10

Poilievre will hammer Trudeau with more populist rhetoric

Last October, it was revealed that CPC Leader Pierre Poilievre's YouTube channel was using a hidden hashtag favoured by misogynist groups. To his critics, it was just another step in his continuing descent among the deplorables of populism—part of his plan, surely, to pull his party's right flank away from Maxime Bernier's People's Party. But he's also trying to broaden the spectrum of acceptable opinion. He was an early opponent of mask mandates, has embraced populist calls to defund the CBC and has pledged to make federal funding to universities contingent on their commitment to free speech. He'll pick his next populist move the same way he did with his convoy support: he'll be opportunistic, then lean in hard. In the meantime, he'll buttress his traditional fiscal-conservative bona fides by endlessly harping on the cost of living and pushing his promise to simplify Canada's income tax system. ■

Photograph by iStock

MY PREDICTION

Pierre Poilievre will try to broaden his base—and we'll all benefit

HOW CANADA'S MOST DIVISIVE LEADER COULD REINVIGORATE OUR DEMOCRACY

By Jared Wesley
Professor of political science at the University of Alberta

Something needs to change in Canada this year. Right now, there's a pervasive feeling that you're betraying your political allies if you compromise with—or even listen to—people with different views. According to a study published last spring, three out of four Canadians felt that our society was increasingly polarized. Historically, countries seek democratic reform when they hit some kind of rock bottom. I wonder, watching replays of the Freedom Convoy, if we've already hit ours.

Pierre Poilievre has become the politician of choice for many convoy supporters, in part because, unlike the last two Conservative Party leaders, he knows how to make them feel like they're being heard. He emphasizes issues Canadians deal with daily, like housing prices and inflation. That approach has made more people politically engaged, especially those in blue-collar jobs who feel threatened in a world that's evolving fast, technologically, socially and environmentally. Poilievre's support is scattered, but if he makes major inroads beyond western and rural areas—especially in suburban areas, greater Toronto in particular—the Conservatives will have a better chance at winning government.

Taking selfies with convoyers or railing about the economy is easy. Solving problems is difficult. Barring an early election and a Conservative victory, Poilievre will continue to represent the opposition in 2023, but the longer he remains out of power, the more his followers risk entering a cycle of angst and frustration. It's important that Poilievre instead lead supporters to productive reform, not blind anger. We can look to the Capitol riots in the U.S. for a violent example of what happens when riled-up groups take matters into their own hands.

That's a worst-case scenario. Compared with many of my colleagues, I'm not too worried about the far right seizing power across Canada. To have an effect on policy, they'd have to take control of a majority of provincial legislatures. Federally, parties are so diverse that it's hard for one group to dominate.

At best, Poilievre's ability to lend an ear to followers and provide hope for a political shakeup could reinvigorate our democratic institutions. It's a sad state of affairs when the only way someone feels reflected in our national politics is by watching a convoy protester occupy a hot tub on Parliament Hill. How can we rebuild our civic institutions to welcome these people? I'm not talking about those waving Nazi flags and promoting hate, but about those who some politicians have unfairly framed as living on the fringes of society. Opening the door to different viewpoints can create rapid change. Look at Alberta, where the two largest cities now have South Asian mayors. That would have been unfathomable even 15 years ago, and it's happened because those communities were open to new perspectives. My hope is that Poilievre has that effect on a diverse group of Canadians, beyond the ones who attend his rallies. To do that, he'll need to project a more positive vision, propose real policy solutions and move beyond the impulse to denigrate opponents—especially if he wants support from Canadians who are simply looking for competent government.

Next year, Poilievre will probably avoid issues the Liberals and NDP own, like health and social services, and instead set the agenda with subjects close to people's daily lives, especially the economy. Two-thirds of Canadians think the economy is on the wrong track, and consumer sentiment has been negative for most of 2022. If Poilievre offers a more positive outlook, he may gain new supporters from outside the party.

Resonating beyond party lines is tricky, but a prime minister must govern for everyone. In 2023, we need leaders to voice what I think has become a silent-majority opinion: polarization is unproductive. Politicians must feel comfortable finding compromise without being skewered as traitors to their party or their region, because another year of partisan fights will strain the bonds of national unity that much more.

Most Canadians don't want to think a lot about politics, and we've long been blessed by not having to face these difficult questions. Now that we're all paying attention, I want leaders, including Poilievre, to encourage collaborative conversation. Does he have the personality and style to do that? That partly depends on how his advisers craft his message—and they're still in attack mode. ■

Photograph by John Ulan

THE
YEAR AHEAD
2023

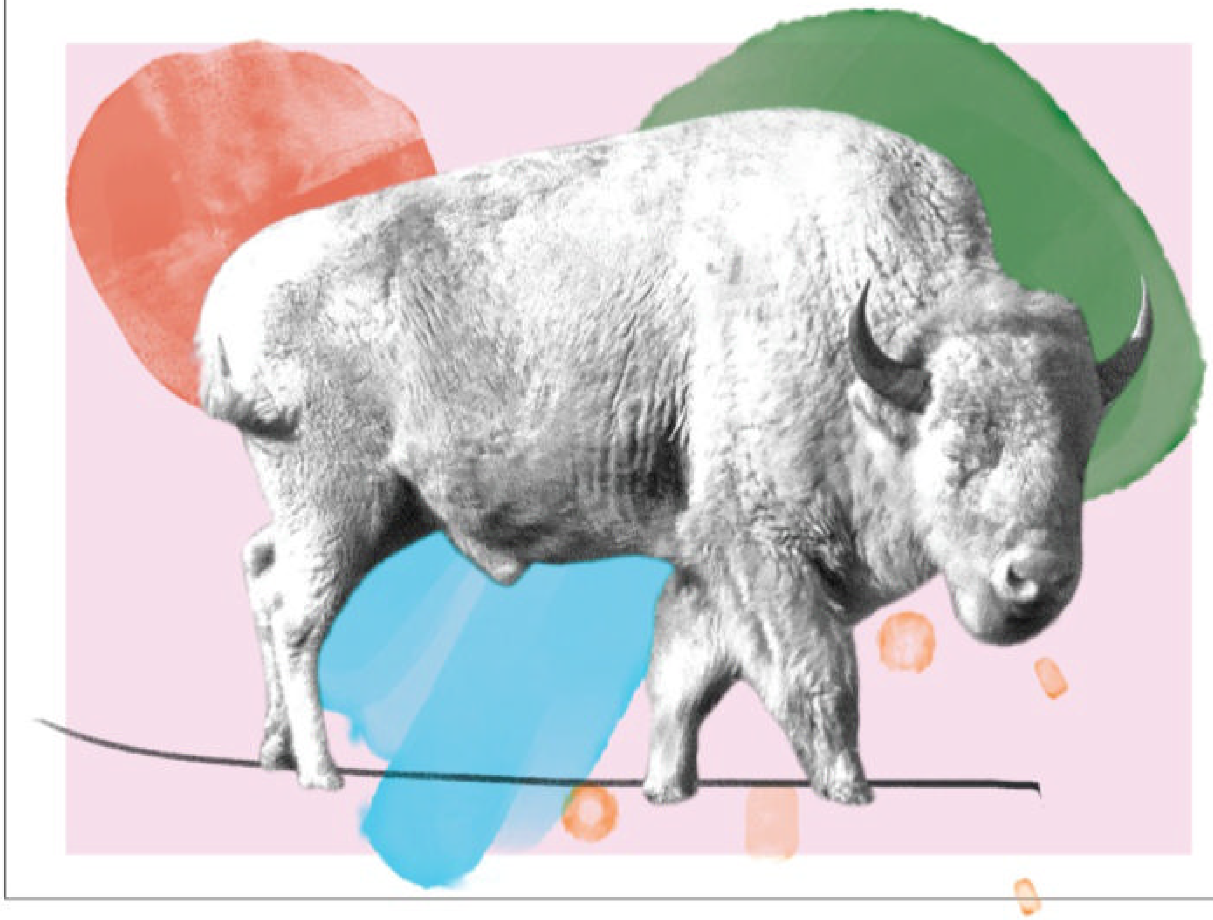
Society

In 2023, hybrid work will officially become the new normal, and four-day weeks are on the horizon. Parenting will be less intense, especially as grandparents move into family homes. And caregivers will—hopefully—get their due.

1

It will become easier to schedule a medically assisted death

Medical assistance in dying in Canada has been expanding since it was decriminalized in 2016. At first, MAID was only available to those with terminal illnesses whose deaths were "reasonably foreseeable." In 2021, eligibility expanded to any Canadian over the age of 18 living with serious physical illness, disability or chronic pain, whose conditions could not be reversed and whose suffering was unbearable. In March, MAID will grow again to include people whose sole underlying condition is mental illness. Patients will need to demonstrate "grievous and irredeemable illness" and get two medical assessors to approve the request. Critics say we're not prepared to become the most liberal country in the world when it comes to assisted death—especially at a time when mental health services are overwhelmed.



2

Fewer Ontarians will move to the Maritimes, where housing prices will cool right down

Between 2021 and 2022, almost 50,000 Ontarians—the highest number in years—left the province for elsewhere in Canada. Nearly seven out of 10 headed to the Maritimes in search of a lifestyle change, proximity to nature and more affordable housing. The influx of new arrivals—many of whom were remote workers—put strain on the housing markets in Nova Scotia, New Brunswick and Prince Edward Island, which led the country in price jumps over the last two years. But as the market cools and employers start mandating returns to the office (and to Ontario), national housing prices could be down 25 per cent by the end of 2023, with the biggest drop happening in Atlantic Canada.

3

Travellers will explore Indigenous history and cultures

Before the pandemic, Indigenous tourism was growing quickly, contributing nearly $1.9 billion to the country's GDP. Now, thanks to post-lockdown wanderlust and a federal investment of almost $25 million, the sector is ready to bounce back. Destination Indigenous connects Canadians with certified First Nation, Métis and Inuit hospitality providers. Métis Crossing, Alberta's first major Métis cultural centre, is set on a nearly 700-acre preserve populated by rare white bison, elk and Percheron horses. And in June, B.C.'s Nemiah Valley Lodge will open for a second season of Tŝilhqot'in song and dance workshops, nature walks and bannock cooked over an open fire.

4

More households will need granny suites

The number of multi-generational households has skyrocketed in the past 20 years, with almost 10 per cent of Canadian children living with at least one grandparent. Exorbitant costs of living and an aging population have both contributed to this trend, and neither is going away any time soon. To make room for grandma and grandpa, homeowners are retrofitting their single-family dwellings, and a new federal tax credit was introduced last year to help them do it. For those buying new homes, designs are changing to keep up with the times. The M2M condo development in north Toronto has two-storey units with two primary bedrooms, and Flexhouz, a housing model designed by Marshall Homes in Pickering, Ontario, features a standalone house-within-a-house, which sounds like the perfect formula for peaceful cohabitation.

5

The latest fitness craze will be a 1950s throwback

Smart bikes and holographic mirrors are all well and fine, but whatever happened to good old-fashioned calisthenics? McMaster kinesiologists recently conducted a study inspired by a fitness plan created in the 1950s for the Royal Canadian Air Force, which found that doing simple bodyweight exercises vigorously over a short period of time—think toe touching, jumping jacks and (sigh) burpees—was a great way to improve cardiovascular fitness without any specialized equipment. The regimen coincides with the rise of trainers who offer classes in high-intensity interval training over social media—the post-pandemic equivalent of a Jane Fonda workout.

6

Caregivers will demand better conditions and higher pay

The care economy employs approximately one in five Canadian workers, including pre-school teachers, ICU nurses, cleaners and long-term-care staff. Most are also underpaid—for example, the labour shortage in child care is threatening the national $10-dollar-a-day daycare deal. Within the next 10 years, the number of older Canadians requiring home care is projected to jump to 1.8 million, while 606,000 will need long-term care. Meanwhile, the supply of nurses and personal

Photographs by iStock

care workers is shrinking. That's why the Canadian Labour Congress launched the Show We Care campaign, which calls for increased funding from the federal government to study, support and compensate caregivers.

7

Public schools will become culture-war battlegrounds

School boards across Canada are on a mission to decolonize curriculums, eradicate elite academic programs that are viewed as instruments of white supremacy, and create a pedagogy that incorporates the experiences of racialized Canadians and Indigenous peoples. Meanwhile, a self-described "anti-woke" movement of conservative parents has risen up to campaign against teaching kids about gender identity and sexual orientation. One Ontario shop instructor who identifies as transgender inspired an international brouhaha by wearing oversized silicone breasts in class, and in B.C., candidates from a conservative organization called ParentsVoice BC won several school board seats. Next up: the courts. For example, an Ottawa mom complained that an impromptu lesson on gender identity violated her Grade 1 daughter's human rights. The tribunal adjudicator dismissed the complaint and wrote that the parent's demands would in turn violate the province's human rights laws on gender identity.

8

Hybrid work is here to stay

That's according to an AT&T survey of 300 C-suite executives and senior managers, who predict that 81 per cent of employees will have a hybrid setup by 2024. It's a move that will require better tech and a lot more trust. The gadgetry—like AI assistants that can book meetings and open-source software that synchronizes all of our workplace tools—is well on its way, but the trust is harder to come by. One-third of Canadian workers are being electronically monitored at work by their employers. In 2023, Ontario will require companies to disclose such monitoring, but the legislation doesn't provide employees with any new rights. Moving past productivity paranoia will require a fundamental shift in how we think about getting work done: project-based over time-based, outcome over input. The Winnipeg consulting firm Brandish bills clients by the project rather than the hour, while Vancouver's AltFee, a lawtech startup, makes software that allows law firms—long beholden to the billable hour—to do the same.

9

Helicopter parents will finally chill

And not a pandemic too soon. Three years ago, lockdowns and e-learning forced even the most anti-helicopter parents to activate hover mode. Today, parenting coaches are seeing burned-out moms and dads gravitating to the tried-and-true model of "good enough" parenting. The philosophy, outlined by British pediatrician Donald Winnicott in the 1950s, acknowledges that perfection is impossible and encourages parents not to aim so high. A good-enough approach can help kids build resiliency, learn how to think more flexibly, make risk assessments, solve problems and manage their emotions.

10

Employers will experiment with four-day workweeks

What was once the stuff of Gen X dreams seems that much closer to reality. A non-profit called 4 Day Week Global is running a pilot project with 160 companies across the U.K., North America, Australia and New Zealand—including Canadian organizations such as Toronto marketing agency Praxis, Montreal architecture firm L'Abri, and the Leukemia & Lymphoma Society of Canada—to try out a four-day workweek with no pay cut for employees. Preliminary results are promising: employee happiness is up and stress is down, and 95 per cent of participating companies reported the same or increased levels of productivity. Employers are also having an easier time attracting and retaining talent. As the labour shortage persists, employee experience is a vital part of recruitment packages, which means more Canadians than ever could be saying TGIT in 2023. ■

Photographs by iStock

MY PREDICTION

More than 465,000 people will move to Canada in 2023. We aren't ready.

WE NEED TO LEVERAGE OUR SKILLED WORKERS IF WE'RE GOING TO AVOID A LABOUR CRISIS

By Rupa Banerjee

Canada Research Chair in economic inclusion, employment and entrepreneurship of Canada's immigrants

Canada could be heading toward a population crisis. We're getting older. Our birth rates are too low—10.15 per 1,000 people in 2022—and declining every year. We simply don't have the taxpayer base to sustain our aging population or the workers to fill gaps across the labour market. In March of last year, job vacancies rose to record levels, with more than a million open positions across the country. We need people, not just in tech and health care, but across the economy.

Photograph courtesy of the subject

Fortunately, unlike countries such as Australia, New Zealand and the United States—which largely closed up their immigration systems during COVID and haven't opened them back up again—Canada has done the opposite. We are now looking at upward of 465,000 immigrants coming in 2023, compared to around 350,000 the year before the pandemic.

It's great that the numbers are high, but the current system doesn't adequately support the people coming in—and we don't prioritize the types of workers we need. How are we going to sustain our target immigration numbers and incorporate all these people into the labour market? Canada needs skilled workers badly—already, hospitals have resorted to closing their ERs, and there is a backlog in the construction industry. If we don't get this right, we'll see a long-term ripple effect on the health of our people and our economy.

Our two-step immigration system has not fixed the problem. Skilled migration in Canada used to be a one-step model—immigrants were assessed on a points system and then offered permanent residence before arrival. Now we rely primarily on a multi-step process, in which most people come either as international students or temporary foreign workers, and then have the opportunity to apply for permanent resident status after working or studying here for a period of time.

The new system favours people in certain occupational fields, particularly tech and finance. If you need a licence to work, as you do in health care and many of the skilled trades, it's much harder to come in through the two-step system because it's difficult and often impossible to complete the licensure process from abroad.

Meanwhile, in any given month, we admit twice as many temporary workers into the country as we do permanent residents. Of those temporary workers, the ones who hold highly skilled jobs have more pathways to permanent residence than the ones who are here to do so-called "lower-skilled jobs"—in agriculture, the service sector and even parts of the care sector. This huge growth in temporary workers can erode labour-market conditions for Canadian workers. There's no incentive for employers to improve wages or training because they can simply turn to vulnerable temporary foreign workers. The temporary workers become just that: a temporary solution to our labour crisis.

One solution is more input from the provinces. For example, health care is a provincial mandate; it might help to give the provinces control over immigration for health-care workers, rather than keeping it at the federal level. Immigration ministers in multiple provinces, including Saskatchewan, Ontario, Manitoba and Alberta, have asked for greater autonomy over their respective systems. Their requests are being considered, and a revised provincial plan should be approved this coming spring.

The provinces are also trying new and better ways to integrate skilled immigrants. One example is British Columbia's Facilitating Access to Skilled Talent program, which was created to fast-track the licensing process for skilled trades. It's been so successful—67 per cent of participants land jobs within four weeks—that the province has expanded it to immigrants with backgrounds in IT, biotech and life sciences.

We have massive backlogs of immigration applications due to troubles that were brewing long before the pandemic—a lack of staff, technology that doesn't work properly and an opaque process, which means people waste time resending documents because they made an error the first time. The federal government has promised to put more resources into processing applications this year. The consequences of not getting it right are dire. ■

THE
YEAR AHEAD
2023

Real Estate

Despite plunging property prices, housing costs will stay in the stratosphere due to rising rents and interest rates. Grassroots solutions—like community land trusts and modular buildings—point to a brighter future.

1

We're due for a massive housing correction

Like some kind of long-anticipated, long-feared poltergeist, it's finally here—the big Canadian housing downturn. Thanks to relentlessly rising interest rates and declining home sales, both Desjardins and TD expect average home prices to drop 25 per cent by the end of 2023. They'll still likely be higher than they were pre-COVID, but the provinces that benefited the most from pandemic-induced panic buying—New Brunswick, Nova Scotia and P.E.I.—will probably experience the most dramatic losses. The silver lining? Maybe people under 40 will be able to afford a home one day after all.

2

Soaring immigration will put more pressure on housing supply

Labour shortages, low birth rates and retiring baby boomers have made immigration so vital to the Canadian economy that the Trudeau government has vowed to admit a record number of permanent residents over the next few years. There's a hitch, though: where is everyone going to live? While more housing is being built in this country than ever before, it's still not enough to accommodate the booming population. Over the next decade, for example, Ontario alone needs to build at least a million homes, and Metro Vancouver 156,000, just to meet demand. Adding injury to, well, injury, we don't have enough skilled construction labour to do it.

3

First Nations in B.C. will be leading real-estate innovators

First Nations are using their historic lands in metro Vancouver to reshape the city architecturally, economically and philosophically. MST Development Corporation, a partnership between the Musqueam Indian Band, the Squamish Nation and the Tsleil-Waututh Nation, controls more than 160 acres of traditional territory the nations have collectively reclaimed, which are now the site of stunning housing developments and even a proposed film studio. The Squamish Nation, meanwhile, is developing Sen̓áḵw, a massive, 10-acre project to eventually house nearly 10,000 people in the heart of the city. Because the land is Squamish-controlled, city zoning doesn't apply. That means Sen̓áḵw will be far denser than would otherwise be allowed—a reclamation of Indigenous authority over traditional land, and a needed injection of housing in a city facing one of Canada's worst affordability crises.

4

Wood will be the hot new building material on the block

If cool concrete dominated Canadian urban architecture between the 1950s and '80s, and glass and steel typified the

2000s, then mass timber might define the next few decades. Here's hoping it does. Mass timber is a load-bearing material, usually made of cross-laminated lumber, which is much more cost-effective than concrete or steel. It's also greener: the wood is renewable and stores CO_2. Mass-timber apartment buildings and office towers are currently springing up all over Canada and the world. They include the University of British Columbia's Brock Commons student residence, the massive Arbora apartment complex in Montreal and George Brown College's 10-storey Limberlost Place—Ontario's largest such structure, slated to open in the summer of 2024.

5

Bigger, denser, taller buildings will transform our cities

Canada's population could reach 52.5 million in the next 20 years, a rate of growth faster than any other G7 nation. Most municipalities agree that the best way to accommodate this boom is through more intensification (leaving aside Calgary's unfettered urban sprawl and Doug Ford's beloved superhighway 413). That means taller and denser housing within existing communities. Density is better for the climate, better for the social fabric and better for affordability. Correspondingly, the country's skylines will be transformed over the next few years. For example: King Toronto—by starchitect Bjarke Ingels, with a striking design hearkening back to Moshe Safdie's iconic Habitat 67 in Montreal—will open its doors. In Vancouver, we'll see the Broadway Plan, which calls for new housing that can accommodate up to 50,000 more residents near a new subway line that's slated to open in 2025.

6

Modular buildings will do for houses what IKEA did for furniture

IKEA perfected flat-pack furniture, Casper and Endy the bed-in-a-box. But imagine a whole house that arrives pre-cut and ready to assemble. That's the promise of the Toronto architectural design firm R-Hauz. The company built, in just seven months, an 18-unit, mass timber building for a transitional-housing shelter in East Gwillimbury, Ontario, and is currently pioneering prefab townhouses. With fixed prices and pre-set design options, they're designed to come together very fast and appeal to the so-called missing middle of the housing market—buyers who can't afford a freehold home but don't want a condo. Modular homes will be popping up across the country in the coming years: such housing is big in B.C. (Click and Nomad Microhomes) and Montreal (Blu Homes, Énergéco).

Photographs by King Toronto, iStock

9

Toronto's transportation deficit will deepen

Torontonians have long referred to their public transit system as "The Bitter Way"—a snarky takeoff of the system's slogan, "The Better Way." They have good reason. Years of underfunding, service cuts and impossibly slow, politically fraught expansion have all taken their toll. The most recent insult is the delayed Eglinton Crosstown LRT. Begun in 2011 and originally scheduled to be running by 2020, it will now be lucky to be operational by the end of next year, leaving business owners throughout midtown Toronto increasingly desperate and furious. While the province broke ground in March on a long-overdue downtown relief line, that 14-stop subway route won't be taking passengers until sometime in 2030, at the earliest. Or, as some Ontarians like to say, long after Doug Ford is out of office.

7

House prices will fall, but rents will rise

At long last, home prices are plummeting, but that doesn't mean housing is getting cheaper. Interest rates will keep mortgage payments lofty, while rents will continue to climb as supply remains tight. Some provinces, like B.C., have imposed caps on rent increases in 2023, but with costs already sky-high, critics don't think the measure goes far enough. According to the Toronto Regional Real Estate Board, the average cost of a one-bedroom apartment in Toronto has gone up 20 per cent year-over-year (it's now $2,481 a month), while rental listings have declined 25.6 per cent. The situation will likely get worse. The number of renters across the country is growing more quickly than owners, especially in cities like Montreal, Quebec City and Halifax, where well over 50 per cent of new dwellings built since 2016 are rented.

8

Battles between NIMBYs and developers will get nastier

As urban intensification intensifies across the country, it continues to run into its old enemy: NIMBYism. In Toronto, battles over new medium-rise buildings are constant. In Ottawa, mayoral candidate Catherine McKenney drew fire during last fall's mayoral campaign for suggesting she would end single-family residential zoning if elected (she wasn't). Meanwhile, in Pointe-Claire and Dorval, Quebec, temporary development freezes, supported by city officials and many homeowners, have prevented the creation of multi-resident buildings until new master urban plans are created—something at least a year out. Even Pierre Poilievre is leaning into anti-NIMBY sentiment. His proposed housing policy would require severely unaffordable big cities to increase housing development by 15 per cent or lose federal funding.

10

Community land trusts will flex their collective power

Last spring, Toronto's Parkdale Neighbourhood Land Trust and Circle Community Land Trust joined forces to take over management of 637 houses from Toronto Community Housing. Designed to preserve a large swath of affordable housing, the transfer was the latest and highest-profile example of a growing community-organizing movement. Simply put, CLTs take land out of the market so the community can collectively own and manage it. American civil rights leaders created the concept; Bernie Sanders is a huge proponent. Closer to home, other CLTs have formed in Toronto and Vancouver, directing their efforts toward the socialization of apartment towers, laneway housing and even parking lots. Redevelopment may not be sexy, but it can be revolutionary. ■

Photograph by Getty Images

MY PREDICTION

Rent-to-own will transform how Canadians buy and sell homes

ARCHAIC RULES KEEP HOMEOWNERSHIP OUT OF REACH FOR MILLIONS. THAT'S ABOUT TO CHANGE.

By Amy Ding
Founder and CEO of lease-to-own company Requity Homes

We're entering 2023 with a broken housing market. Nationwide supply is low, interest rates are rising and inflation is squeezing our bank accounts every day. One recent report showed that 80 per cent of 18-to-28-year-olds are worried they won't be able to buy a home in the city of their choice. Last year, almost 1.5 million Canadians lived in unsuitable or unaffordable conditions because they couldn't afford to move. And some people are banking on a lottery win just to afford a home. The Canada Mortgage and Housing Corporation estimates that the country needs to build 5.8 million more homes to make housing more affordable—but that won't happen overnight, and building more isn't a solution by itself.

What Canada can do, much faster, is improve mortgage accessibility for the countless Canadians who can afford a mortgage but are barred from the housing market because they can't qualify for one. Canada's mortgage rules are antiquated and exclusionary for many groups, but especially for immigrants, gig workers and the self-employed. For example, newcomers to the country, with no Canadian credit history, are rarely granted loans. Self-employed people, meanwhile, have to show at least two years of steady income and operating history. There are more than 2.6 million self-employed people and more than 400,000 newcomers arriving in Canada each year—a number that will increase to half a million by 2025. Because of those exclusionary rules, many have no choice besides renting. It's inexcusable to erect such barriers to home ownership, especially with rising interest rates hiking the affordability bar even higher.

Photograph by Uming Photography

In 2023, more people will be responding to those challenges by looking for creative paths to paying for a home, beyond renting or traditional mortgages. Soon, we'll look at real estate more like we do vehicles: you can buy or finance a car, but you can also lease one for a monthly fee and decide later if you want to buy the vehicle at a set price. Why can't we treat our housing market the same way?

I left my career in the finance industry to start Requity Homes so that I could work to disrupt home ownership this way. Requity is a real estate platform that buys property for clients, who move in and pay rent to us. We then help the client prepare to qualify for a mortgage with personalized credit coaching. When they're mortgage-ready, they can buy the home from us—it's a rent-to-own model. It's also a stepping stone toward diversifying home-purchase methods in Canada. We've helped families in Ontario and Saskatchewan so far and plan to expand soon.

These models are common in other countries. The U.S.-based startup Divvy, for example, has helped thousands of people raise an average of US$16,000 for home purchases. And Canada's federal government is now going ahead with its own $200-million rent-to-own fund. My company is only three years old, but we're already looking at forming public and private partnerships to scale our model.

Canada is still a few years away from a major shift in how we think about mortgage options. In 2023, I expect that the Canadian housing market will continue to slow in terms of sales activity and price. Before the market turned, there were huge price spikes in the GTA outside of the city core, up to 30 or 40 per cent year over year. That area will likewise lead the decline, because that growth simply isn't sustainable.

I expect Saskatchewan will buck the downward trend. It has been among the fastest-growing provincial economies in 2022, and that will continue as people move there for work and stay for the affordable cost of living. Its home prices are still among the lowest in the country, but their value increased only eight per cent during the pandemic, four times less than in Ontario. There's lots of room to grow. Meanwhile, downtown markets in major cities like Toronto, Vancouver and Montreal will remain stable, despite a wider housing correction.

This will be a tale of two kinds of cities, with prices in some on the rise, and in others on the way down. Overall, I don't expect much change until our thinking around mortgages evolves, and we find out which way interest rates are going to trend. ■

Business

Supply chains will freeze while air-travel choices expand. Tech unicorns prove resilient, the cannabis retail boom goes bust and everyone wants a side of feel-good social responsibility with their profits.

1

This recession will hurt after all

It's tough being Tiff Macklem. The Bank of Canada governor spent 2022 fighting inflation with single-minded zeal, raising interest rates at every opportunity. Now a different problem looms: a recession. Opinion differs on how severe the downturn will be. Expectations of an almost painless recession have given way to fears of a crash landing, to be felt most acutely in housing, with reduced home-building activity, and in manufacturing, which could grind to a halt. Trade with the U.S. will slow, people will buy fewer cars and appliances, and the plastic, metal and lumber industries will all feel the pinch. In other words, fasten and tighten your seatbelt.

2

More workers will unionize

Forget the Great Resignation. This is poised to become the year of the Great Unionization. Following successful labour action and organizing at Starbucks, Indigo and Amazon, more workers will agitate for better wages and improved working conditions. Much of this is driven by pandemic hardships that left workers feeling vulnerable and underpaid, particularly those deemed essential in the early days of COVID—including health, education and food-delivery workers. In the U.S., public support for unions is at its highest since 1965, and Canada has similar numbers. There were 48 strikes or lockouts in Quebec last summer, involving more than 10,000 workers, including Agropur Dairy employees and Via Rail operators. In Ontario, CUPE education workers staged a dramatic November walkout in opposition to a provincially imposed contract. As Unifor president Lana Payne put it, "it's definitely an organizing moment."

3

There will be more flight choices

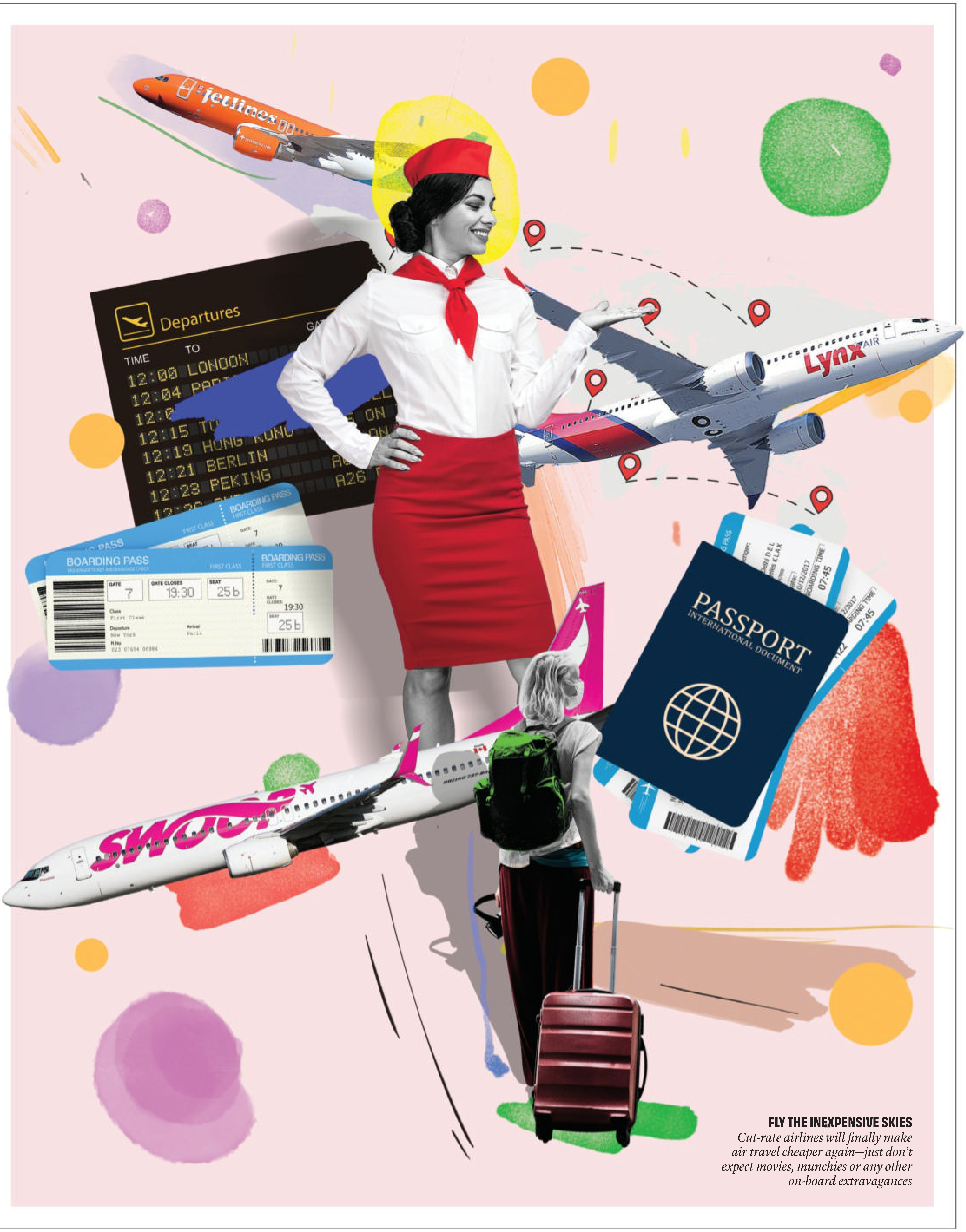
Air travel in Canada has always been costly and time-consuming, and recent labour shortages and service cuts have only made it more excruciating. But thanks to low-cost and no-frills airlines like Lynx Air, Swoop (WestJet's discount carrier) and new kid on the block Canada Jetlines, that trip to visit your in-laws just got a little bit cheaper. Jetlines still only operates a single Airbus A320, but the expansion of Lynx—it begins flying to Orlando, Phoenix and Las Vegas later in 2023—will herald a new era in Canadian budget travel.

4

Open banking will arrive, for better and for worse

The idea behind open banking is simple: it enables consumers and businesses to easily and safely move their financial data between banks and other financial-service providers, such as fintechs (think Wealthsimple or FreshBooks). But the made-in-Canada approach developing in Ottawa has been bumpy so far. Working groups between fintechs and the feds only began meeting last summer, behind schedule, and critical questions around governance—accrediting participants, handling disputes, managing security—remained unresolved as fall turned to

Photographs by Jetlines, Lynx Air, Getty Images, iStock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12:19 HONG KONG
12:21 BERLIN
12:23 PEKING
A26
BOARDING PASS
FIRST CLASS
GATE 7
GATE CLOSES 19:30
SEAT 25 b
Class First Class
Departure New York
Arrival Paris
Lynx AIR
PASSPORT
INTERNATIONAL DOCUMENT
BOARDING TIME 07:45
Swoop

FLY THE INEXPENSIVE SKIES

Cut-rate airlines will finally make air travel cheaper again—just don't expect movies, munchies or any other on-board extravagances winter. Canada's open-banking lead, Abraham Tachjian, swears everything will be ready in 2023. But don't expect a smooth rollout.

5

The cannabis retail bubble will pop

In most Canadian cities, it's now easier to find an edible than a parking spot. But the oversaturated cannabis market is about to change dramatically, with a wave of closures and consolidations in the coming year. Some industry experts predict a full third of the country's 3,000-odd weed shops will shutter by the end of next year. The news is even worse for Canada's pot stocks, which have already cratered. Last October, the once-mighty Canopy Growth Corporation was down more than 75 per cent year over year, and Aurora Cannabis was trading at 98 per cent below its all-time high. While some suggest the industry is just rebalancing itself and long-term prospects remain good, this reckoning has us reaching for an old adage—smoke 'em if you got 'em.

6

Bay Street will double down in the fight against climate change

Despite backlash south of the border, environmental, social and governance investing—i.e. investing in businesses promoting environmental and social good—is alive and well with Canadian businesses, banks and pension funds. ESG is great PR, and in a world increasingly upended by the climate crisis and social-justice issues, it makes good financial sense, too. The fuzziness around what constitutes true ESG investment, a question plagued for years by iffy regulation, is also clearing up. Former federal environment minister Catherine McKenna now chairs a UN committee dedicated to developing standards to prevent businesses from greenwashing their reputations, and the harmonization of standards by the International Sustainability Standards Board have made such investments more bulletproof.

7

The Shopify unicorn will survive

At the height of the pandemic, Shopify was the Apple of e-commerce, its online retail platform the go-to solution for seemingly every bricks-and-mortar company pivoting to digital. But its explosive growth—a 110 per cent increase in revenue, year-over-year, in the first quarter of 2021—proved fleeting. With shopping malls once again full in 2022, the company's growth slowed and its stock tanked hard. It laid off 10 per cent of its workforce last summer and more in the fall. Yet things are once again looking up for the company; its lower stock price has made it an attractive buy again, and online shopping isn't going anywhere in the long run. The Shopify Era has only just begun.

8

Wattpad will rewrite the entertainment industry

A few years ago, Wattpad was a curious Canadian success story, an interactive online publishing platform that promised to revolutionize the publishing industry. That early genius—turning user-generated stories into saleable IP—proved irresistible. Since its $754-million acquisition by South Korean internet company Naver in 2021, the company has become a global juggernaut. Wattpad now collaborates with K-pop stars, regularly makes films, TV and comics based on its web novels, and has partnered with companies like Spotify to produce podcasts in the Philippines and Indonesia. Twentieth-century pop culture belonged to Walt Disney and Stan Lee; Wattpad founder Allen Lau may own the 21st.

9

Supply chain snafus will strike everywhere

Supply chain delays still bedevil Canadian consumers, and the run on automobiles, electronics, microchips, furniture and much more shows no sign of abating. Auto manufacturers expect they'll need to cull more than four million vehicles because of a lack of chips for computer systems. Volkswagen expects the shortage to continue well into 2024. What could be worse than that? How about a looming coffee shortage? Weather issues, a lower-than-normal supply of arabica and robusta beans, and crop-hoarding exporters in Brazil are all contributing to that brewing crisis. Stock up on your Tim's while you can.

10

Consumers will demand companies go green

"Conscious consumption" has been popular for decades. But ethically minded shoppers are now devoting their dollars to B Corps: rigorously monitored businesses that believe a business's purpose should go beyond profit, encompassing environmental and social responsibility as well. There are now more than 4,000 certified B Corps worldwide, including Canadian companies like 100km Foods, Kotn and Assiniboine Credit Union. Montreal's Goodee, a purveyor of sustainable furniture and gifts, is one especially beloved exemplar. A Black-owned business inspired by the UN's sustainable development goals, it recently launched an apparel line, so you can look as good as you act. ■

Photograph by iStock

MY PREDICTION

Big-city downtowns won't recover from their pandemic slumps—yet

THE FUTURE IS BRIGHT FOR POST-PANDEMIC CITIES, BUT IT WON'T LOOK LIKE THE PAST

By Karen Chapple
Professor of geography and planning, and director of the School of Cities, at the University of Toronto

In some of Canada's biggest cities, downtown activity isn't likely to return to pre-pandemic levels in 2023. My recent research used mobile-device usage to measure downtown visits in cities nationwide. I found that Canadian downtowns in general are lagging behind those in the U.S.—and those in Toronto, Montreal, Calgary and Vancouver are doing worst of all. Their challenges include the initial severity of their lockdowns and harsh weather, which makes people less inclined to come into work unless they really have to.

Photograph by Shoey Sindel

One of the biggest problems, however, is that cities like these rely heavily on professional services such as law, accounting and management consulting. Those are businesses in which workers don't need to be together to be productive. That means transit usage will remain lower, restaurants that catered to downtown workers will continue to struggle, and many office towers will stay empty. If a downtown economy has a lot of that kind of specialization, it's not going to recover as quickly, since more people can work from home—and the work-from-home phenomenon is here to stay. According to Stanford researcher Nick Bloom, it will ultimately settle at about 30 per cent of hours spent working at home, compared to five per cent before the pandemic.

Luckily, things should improve in the long run. My research showed that in the spring of 2022, Toronto was only at 46 per cent of pre-pandemic activity. If Bloom is right, that should grow to 60 or 70 per cent in 2023 as we settle into the new work-from-home pattern. On the other hand, that's not 100 per cent, and empty restaurants and office towers will eat away at the city's tax base. How are we going to fill up that remaining capacity downtown and make it a lively, desirable place to be? Finding the answer to that question is going to take collective action on the part of businesses and cities. One solution is to replace those specialized white-collar sectors downtown with more non-profits, arts organizations, health and education outfits, public administration and so on, where more people are likely to be present at work.

Many downtowns experiencing a stronger recovery have benefited from a lot of new housing. In my analysis, for example, Halifax was the Canadian leader in downtown recovery, at 72 per cent of pre-pandemic activity—thanks partly to an influx of new residents. Many downtowns in smaller cities get a boost from having bigger, family-sized apartments or single-family housing near downtown. Cities like Toronto, with a large share of bachelor apartments, are at a disadvantage, since that housing stock doesn't work for households where multiple people need to be on Zoom at the same time.

The residential sector can't save all downtowns all by itself. In cities like Toronto and New York, many people are not using downtown housing units as their main residence, or they have a second home, like a cottage. This means thousands of units are empty most of the year. If we keep more residential units occupied year-round by building affordable and student housing, that's part of the puzzle.

Transit will also play a big role. In cities like Toronto, which rely more on streetcars and subways and have longer commute times, people will be less willing to come back. You might think that the solution is to make the city more car-friendly; that's not the case. You could make parking free and try to get rid of gridlock by prioritizing traffic flow, but you would still have so much congestion in the region at large that you're not going to solve long commutes. New transit projects that are under construction in Toronto—new streetcar and subway lines, and more dedicated lanes for buses—will be a key part of making the city thrive again. Even so, people with 90-minute commutes probably won't be coming back to the office unless they have to.

We're also in a worsening part of the economic cycle, facing slower growth. Somewhere like Quebec City could be fully recovered relatively soon because of its robust tourism sector. But other places with more specialized economies, like Toronto, are stuck, at least for a while longer. ■

THE
YEAR AHEAD
2023

Health

In 2023, Canada faces a huge shortage of health-care workers, plus the lingering effects of long-haul COVID. Get ready for an explosion of innovations in medical care to fill the gaps in the system—AI-run ERs and holographic checkups among them.

1

Checkups with a hologram will become the norm

Imagine beaming in your family doctor, *Star Trek*–style, for a routine checkup. Last year, a research team from Western University did just that, transmitting a hologram of a U.S.-based doctor into a boardroom on the school's campus in London, Ontario. The technology relies on specialized 3D cameras and HoloLens goggles, which are similar to virtual reality headsets. Compared to a Zoom call, the two-way holographic technology allows a doctor to better mimic an in-person appointment with a patient, read facial and body language and provide more accurate diagnoses. Even NASA tried out the tech, sending a doctor—again, as a hologram—to visit astronauts aboard the International Space Station. Researchers say the tool could be especially beneficial for people in remote communities who lack easy access to medical care.

2

Hospitals will run on AI

In the coming year, hospitals will rely on AI to improve patient outcomes and reduce wait times. More than 300 Canadian startups are currently working on AI-centric health innovations, including apps that diagnose cardiac disease, analyze data from wearable devices and monitor chronic wounds. One such company, Unity Health Toronto, recently completed a trial of its AI program ChartWatch, which functions as an early warning system. It can accurately predict, up to 48 hours in advance, whether a patient will need to visit the intensive care unit. The company has also developed a tool that forecasts when a hospital's ER will be busiest, examining factors like impending heat waves and even crowd injuries at major events (like a Blue Jays game). Then it recommends how many nurses and doctors should be scheduled to stickhandle care. With hospitals struggling under ever-growing demands, Unity Health is working on a plan to roll out its AI tools across the country.

3

To fight nurse burnout, employers will provide more perks

A recent survey by the Registered Nurses Association of Ontario found that more than 75 per cent of nurses are burnt out after two years of the pandemic, and nearly a third of respondents said they want to leave the profession entirely in the next year. We're facing a mass exodus unless hospitals and provinces give nurses reasons to stay—like better mental-health resources and more opportunities for student-loan forgiveness. To increase the number of nurses in B.C, for example, the govern-

ment recently announced a $3-million investment to fund bursaries that cover (nearly) the full tuition cost for health aides in one-year nursing programs.

4

Futuristic implants will save a whole lot of lives

Among the latest shiny advancements in medtech are 3D-printed implants. The technology takes a three-dimensional scan of a body part and reproduces it using materials like titanium and silicone. Health Canada recently approved the first Canadian-made 3D-printed implant: a mandibular (or lower-jaw) plate to be used for facial reconstruction surgery, produced by the Quebec-based 3D Anatomical Construction Laboratory. The company says 3D printing allows for more customizable implants, which could improve surgery success rates and reduce wait times, and one Quebec hospital is set to launch a clinical trial for the aforementioned jaw implant. Other prospective printable body parts include heart valves, knee and hip joints and retinas made of whisper-thin carbon.

5

COVID long-haulers will become a post-pandemic priority

The symptoms of long COVID can be harrowing: can't-get-out-of-bed fatigue, severe heart palpitations and a disorienting loss of taste and smell, to name a few. The condition is poorly understood and difficult to diagnose; experts don't even know how many Canadians have it. All that will change in 2023, as doctors, including Ontario's chief medical officer, push for a long-COVID strategy that would improve testing and treatment for the emerging illness. Eighteen long-COVID clinics in five provinces have already opened to provide care for affected patients. And scientists at Ontario's Lawson Health Research Institute have identified unique biomarkers that they say could diagnose long COVID using a simple blood test—and possibly lead to new treatments.

6

The next viral pathogen will loom on the horizon

Last year, the monkeypox virus surprised experts by spreading to more than 100 countries, including Canada. It could be a harbinger of viruses to come. Between 2012 and 2022, Africa experienced a 63 per cent increase in outbreaks of pathogens that transfer from animals to people, compared with outbreak rates from 2001 to 2011. Scientists are closely monitoring several other viruses that could pose a threat. That includes SARS—yes, it's still around, and no, we don't yet have a vaccine for it—and the deadly, Ebola-adjacent Marburg virus, which spreads through contact with bodily fluids and kills up to 88 per cent of the people it infects, depending on the strain.

7

Customized care will reduce cancer deaths

Cancer treatments have radically improved in the last few years. Drugs and immunotherapy, for example, can now be customized based on a patient's genes and the genetic makeup of their cancer. These personalized treatments work by switching off genes that lead to the growth of a particular cancer—often with less harmful side effects and better results than traditional approaches like radiation or chemotherapy. Yet many Canadians are unable to access these breakthrough treatments, largely as a result of Health

Canada's lengthy price negotiations with pharmaceutical companies, which contribute to longer delays than in most other OECD countries. Patient advocacy groups are applying pressure to speed things along, because the stakes are high: 226,445 years in patient lives could have been saved by these treatments in the past decade alone.

8

Family doctors will get paid their due

The dearth of doctors is, of course, a country-wide phenomenon, but some provinces are especially hard-hit. Nearly one in four British Columbians doesn't have a family doctor and can't get one. GPs are opting to work for higher pay in hospitals or drop-in clinics rather than setting up their own practices. The result is an ever-widening health-care gap; family physicians can often identify health issues early, before they become hard (or impossible) to treat. Groups like the College of Family Physicians of Canada say the current fee-for-service billing model—which rewards faster patient turnover—should be replaced with a proper salary for GPs, with bonuses for extra hours worked. Provinces have also begun offering incentives: B.C. is providing a $25,000 signing bonus for new family doctors, as well as student-debt forgiveness up to $130,000. More controversially, a clinic in Victoria now charges patients a $110 monthly fee for access to a family doctor.

9

Without enough nurses, ERs will keep closing

Staffing shortages are the biggest challenge facing hospitals in 2023. Temporary emergency-room closures have become all too common, especially in smaller communities, forcing patients to travel farther and face longer wait times. An ER in Clearwater, B.C., for example, was shut down more than 30 times last year, even over several long weekends when demand is typically highest. Experts say there's no quick fix. The Ontario Council of Hospital Unions estimates that 46,000 more hospital staff are needed in that province alone, while the Canadian Medical Association has called for a nationwide human-resources plan for health care. Facing growing public pressure, the Ontario government has announced plans to fund more surgeries in private clinics and cover registration fees for nurses trained abroad.

10

mRNA vaccines could cure cancer and AIDS

Researchers are optimistic that the mRNA vaccines developed to fight the coronavirus could also be used to combat a slew of other diseases. Before they emerged as a lifeline during the pandemic, mRNA vaccines were studied for nearly 30 years as a way to encourage the body to make proteins that our immune systems can use to fight off infections. The accelerated testing and approval of the mRNA vaccines has opened the door for other possible uses, including bolstering the influenza vaccine, which is often less than 50 per cent effective. The mRNA-based vaccines have also shown promise as a cancer treatment that helps produce antigens that attack tumour cells. Likewise, they could act as the basis for an HIV vaccine: Moderna recently partnered with the International AIDS Vaccine Initiative on a Phase 1 trial to test a shot's response in healthy humans; if all goes well, an approved HIV vaccine is only a few years off. ■

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MY PREDICTION

More ERs will close and more doctors will burn out

WITHOUT A VIABLE NATIONAL STRATEGY, CANADA'S HEALTH-CARE SYSTEM WILL CONTINUE TO COLLAPSE

By Alika Lafontaine
President, Canadian Medical Association

Most Canadians have only become aware of the country's severe health-care labour shortage within the last two years. The headlines have been alarming: emergency rooms are shutting down, and patients are waiting months to see specialists. Some have even tried to recruit physicians by putting ads in local newspapers. This crisis, which has been decades in the making, is still far from resolved. It could reach a breaking point in 2023.

Physicians are extremely burnt out, and it's no wonder why: a study from the University of Chicago found that if American primary-care physicians followed national guidelines for preventative, chronic disease and acute care, it would take them more hours than there are in a day (26.7) to see an average number of patients. You could just as easily apply those findings to Canadian doctors, who follow similar care guidelines. Our 2021 National Physician Health Survey showed that physicians are considering working fewer hours. Many of our nursing colleagues are doing the same. It's likely that staffing shortages and access to medical care will only worsen in 2023, and patients and their families will feel the greatest burden.

Photograph courtesy of CMA

Hospitals could increase physician retention rates by improving working conditions. They could train and integrate medical scribes and physician assistants to free up bandwidth for direct patient care. They could develop team-based care models where several people share the load. Some hospital-based rehabilitation programs, for instance, are forming transdisciplinary teams—of physicians, nurses, social workers and physical and occupational therapists—which create better communication and improve patient care.

Canada has also never had a country-wide human resources system dedicated to the health-care workforce. We have 13 health jurisdictions, each with its own localized plan. Many of those jurisdictions are already prioritizing mental health and increasing system capacity, but they still operate separately. Providers are burdened by red tape. I know a general surgeon who practises in Atlantic Canada and sees patients in four provinces because those are the only areas that cover particular types of care. So that doctor has to work under four provincial jurisdictions every year, losing hours to administrative work that could otherwise be dedicated to patients—or their own personal life.

Pan-Canadian licensure would remove barriers in virtual medicine. If we had pan-national licensing, doctors could provide virtual care in places where they couldn't work before and alleviate pressure on local physicians. Imagine a scenario in which a patient in Yellowknife needs virtual care and cannot get an appointment with a provider near them because the doctors are overbooked. Under a pan-Canadian system, they could go online and consult with a licensed doctor from Calgary.

Last March, the federal government identified its top five priorities for new health-care spending: shortening service backlogs, better long-term and home-care services, more resources for mental health and substance abuse, bolstered virtual-care resources, and stabilizing primary care—the most pressing priority, in my opinion. There are reasons to hope that a revamp could come in 2023. At the Council of the Federation meeting in Victoria last July, premiers focused heavily on strengthening health-care partnerships between the provincial and federal governments, as well as on improving patient care. There is certainly an appetite for better coordination across our siloed health systems.

But talking about it is not enough. People, especially doctors, want to see action. For years, providers like myself have sacrificed key parts of our lives in service of a system that no longer works. What's different now is that we don't have anything left to sacrifice. There is no capacity; we've maxed out our time. Unless we see major structural changes, I don't have much confidence that things will get better in the coming year. COVID revealed how close Canada's health-care system is to collapse, but it also showed that strong collaboration can go a long way. Faced with the pandemic, leaders from across the country worked together to mitigate the virus's damage in a short period of time. I hope we can work together again to fix the current crisis before we reach the point of no return. We're getting close. ■

Education

Schools have become battlegrounds: in 2023, more parents will pull out of the public system, universities will face mass protests and grade schools will experience security threats. The upsides? Greater safety measures and new options in distance learning.

1

Student safety will be a top priority

Student life after the massacre in Uvalde, Texas, has become even more fraught with potential threats. Several schools in Vancouver, Saskatoon and the Greater Toronto Area went into lockdown last year due to incidents near or on school property, and administrators are now spending portions of their budgets on video surveillance, self-locking doors and other security measures. Some Canadian students have even reported fake emergencies—including a 14-year-old Hamilton girl last May—and such false alarms are only expected to continue. The going concern at school boards, and among parents, is that kids won't take safety measures seriously when a real threat presents itself.

2

International students will flock to our schools

Last year, Canada toppled the U.K. to become the third-most desirable study destination for international students (just behind the U.S. and Australia). That's good news for colleges and universities: these students pay a premium. The government has also embraced more international pupils as a solution to a rapidly aging workforce, offering incentives like a temporary suspension of limits to off-campus work time. Paul Davidson, president of Universities Canada, wants schools to set targets for students specializing in health care, trades and the sciences to meet the needs of Canada's evolving labour market.

3

The skilled-trades gap will widen to a chasm

By 2028, an unprecedented 700,000 skilled Canadian tradespeople are planning to retire. As a result, it will be harder and more expensive to build housing and critical infrastructure—right when we need it most. Ontario Premier Doug Ford has hinted that in 2023, he'll introduce legislation that would shorten the existing year-long certification period to 30 days for out-of-province tradespeople (across 35 professions). The Trudeau government, which says 75,000 new apprentices need to be hired annually to meet demand over the next half-decade, has launched a campaign to promote the most sought-after positions by region, with the hope that more young people choose a career in the skilled trades.

4

Post-secondary grades will keep inflating

Universities often stake their reputations on GPAs and graduation rates, and students—bolstered by grade inflation in high schools—have come to expect better results, genuine or not. Since the early 2010s, class averages have been rising at McGill, Western, the University of Toronto and the University of Waterloo. COVID only added more complexity to the mix, with professors—mindful of struggles with distance learning—skewing more lenient in their grading. University administrators are creating task forces to study the impact ballooning grades have on academic integrity, but it's a tough trend to reverse. In 2023, companies doing on-campus recruiting will be wondering whether transcripts reflect reality.

Photographs by iStock

ARCTIC OCEAN
QUEEN ELIZABETH ISLANDS
Beaufort Sea
Banks I.
Victoria I.
Baffin Bay
Davis Strait
Baffin Island
U.S.A. (ALASKA)
YUKON TERRITORY
NORTHWEST TERRITORIES
MACKENZIE MOUNTAINS
ROCKY MOUNTAINS
COAST MOUNTAINS
PACIFIC OCEAN
Dawson
Whitehorse
Watson Lake
Prince Rupert
Queen Charlotte Is.
Ocean Falls
Campbell River
Vancouver
Yellowknife
Hay River
Fort Smith
Hudson
QUÉBEC

INTERNATIONAL STUDIES
This year, Canada's colleges and universities will welcome an influx of students from all over the globe—which is one way to inject some young talent into the country's rapidly aging workforce

5

More parents will abandon the public school system

The remote-learning fiasco gave many parents fresh insight into how decades of budget cuts have undermined public schools. Even though Toronto's population is exploding, the Toronto District School Board projects a loss of more than 4,000 students in 2023. Meanwhile, enrolment at Canada's independent schools rose 21 per cent from 2006 to 2020. Among the reasons parents are choosing bespoke learning: more trust in the curricula, and the promise of individualized attention that students need to succeed. In Ontario, a quarter of all schools are now independent (a total of 1,576), and in 2023, that number will only grow.

6

Higher learning will become more accessible

Online and distance learning for post-secondary credit exploded during the pandemic. In 2020, more than 660,000 Canadians chose to learn via MOOCs, or massive open online courses. (The University of Alberta and the University of Toronto, in particular, attracted tens of thousands of new registrants.) COVID also forced many instructors to spice up their teaching methods; Zoom can really flatten an instructor's delivery. And while MOOCs are typically free, they're lucrative for education-tech companies and course designers—a market projected to be worth US$152 billion by 2032.

7

More schools will integrate art and science

Since the early 1990s, academia has placed a heavy focus on the disciplines of STEM—that's science, technology, engineering and math. But many educators argue that an arts-free curriculum short-circuits critical thinking. Enter STEAM, an emerging learning philosophy that mixes the sciences and the arts using challenges like maze building (which requires problem solving) and video-game creation (coding plus storytelling). University admissions officers are advocating for STEAM education from K to 12 as a way to guarantee more well-rounded learners. In Ontario, some school boards are even hiring consultants to run workshops on optics, acoustics and automation.

8

Schools will struggle to manage student protesters

In 2021, protesters beheaded a statue of Ryerson University's namesake and founder, an architect of residential schools. The revolt caused the school to rebrand in 2022 as Toronto Metropolitan University, and sparked similar reckonings at Queen's, McGill, Dalhousie and the University of New Brunswick. Campuses are used to political heat but, thanks to social media, today's students are better organized and tapped into an international push for social justice. They're demanding instructors resign over missteps and calling for more diverse faculty and curricula. In response, administrators are doing what they do best: studying the matter. Concordia University, for example, formed an anti-Black racism task force with eight sub-committees, which released recommendations late last year.

9

AI will match students with study-abroad programs

More students are relying on education tech to navigate the post-secondary landscape, and there are few better examples of its potential than ApplyBoard. The eight-year-old tech company, based in Kitchener, Ontario, was launched by UWaterloo mechanical and mechatronics engineering grad Martin Basiri—along with his younger twin brothers Massi and Meti—to make studying abroad easier than ever. The AI-powered platform matches students with international study programs and recruiters at 1,600 institutions, providing guidance in a slick, intuitive package. Martin was inspired to start the company after battling red tape during a move from Iran to Ontario to study. So far, more than 400,000 students have used the tech, and the company is now valued at $4 billion.

10

Universities will incorporate Indigenous knowledge into their programs

This September, the University of Victoria will launch the world's first-ever MBA program devoted to Indigenous reconciliation, in which students will study business administration in Indigenous not-for-profit organizations. It's one of many recent attempts to fill the Indigenous knowledge gap in Canadian academia, inspired by recommendations outlined by the Truth and Reconciliation Commission. In addition to the MBA, UVic will offer a master's degree in Indigenous nursing. Other new academic efforts include a new specialized Indigenous law certificate from the University of Ottawa, a mandatory Indigenous-knowledge course for undergrads at the University of Prince Edward Island and—starting this year—a dental therapy program at the University of Saskatchewan that will address the field's labour shortage and train students for work in Northern communities. ■

Photograph by Getty Images

MY PREDICTION

We're due for another global health emergency

COVID WASN'T THE LAST LARGE-SCALE OUTBREAK. THE NEXT ONE IS RIGHT AROUND THE CORNER.

By Kamran Khan
Founder and CEO, BlueDot

In the last two decades, the world has experienced an alarming number of destructive outbreaks: SARS, MERS, Ebola, Zika and, of course, COVID-19. And although COVID is here to stay, it won't always cause the level of disruption we've experienced to this point. Still, if the recent past is a predictor of the future, we're due for another major outbreak in 2023 or 2024, one that *could* cause substantial disruption—to travel, social interaction, the economy and our very way of life. If we look at the last 13 years alone, we've had seven global public health emergencies, as defined by the World Health Organization. This cadence, of one event every two years, has been fairly consistent, but it appears to be accelerating.

More than half of the world's population now lives in cities, which are perfect places for viruses to spread. At the same time, we have never been more mobile. Billions of people travel around the planet every year. Humans have inadvertently become vectors for dangerous microbes, and it's happening at unprecedented speed. These new diseases are primarily zoonotic, meaning that they originate in animals. They transfer to humans because we mass-consume other creatures and disrupt ecosystems. You may remember that a market in Wuhan, China, was ground zero for the COVID pandemic. Another example is the Nipah virus, a bat-borne disease that was first documented in domesticated pigs. Numerous Nipah outbreaks have occurred in humans around Asia in the last few years.

Photograph by Jacklyn Atlas

I'm an infectious disease physician. I also run a company called BlueDot that tracks and forecasts outbreaks using analytics. According to our data, Canadians are the third-most internationally mobile population on Earth in terms of air travel per capita. Canada defines itself as a diverse microcosm of the world. That's a huge strength, but it also means that we're hyperconnected to global health risks. We share a long and porous land border with the United States, the world's largest source of international air travel. If a virus is going to appear anywhere, it'll likely be here.

Climate change also leaves us more vulnerable to outbreaks. Disease-causing insects, like ticks and mosquitoes, are living in new areas. Climate maps of the world are changing, and so are infectious disease maps. Dangerous microbes also thrive in populations with a lack of housing and sanitation. The disparity between the world's haves and have-nots is widening—not only between countries, but within them. This played out during COVID, as variants emerged in populations with limited access to vaccines.

If many factors are driving this problem, that means there are many ways to tackle it. In the world of health care, we often talk about primary, secondary and tertiary prevention. Primary prevention is about preventing the emergence of new diseases. On the individual level, one solution is to reduce our collective consumption of animals. At a higher level, it's about respecting wildlife and mitigating our impact on ecosystems. If we don't, we'll see even more spillover of viruses to humans.

Secondary prevention is about early detection. That's what BlueDot does: we identify signs of outbreaks even before they're widely reported, with the help of innovations like machine learning and data analytics. Businesses can be an incredible force for good in this arena by protecting the safety of their workers. I'd also like to see more health care providers tap into the analytics that companies like ours produce. There's no clinician on Earth who can continuously monitor what's happening around the globe. That's where data comes in.

Tertiary prevention is about attenuating an outbreak's impact, which can be accomplished by clearly communicating complex biomedical information to the public. More than ever, Canadians need to understand what kinds of actions are appropriate, depending on how viruses are (or aren't) at play in their particular locations. Ultimately, if we want to create a more resilient world, we need to get faster, smarter and better coordinated. If there's anything that can move faster than an outbreak, it's our ability to spread knowledge through the internet.

We have to be able to detect the early signs of danger, understand the risks and mobilize responses that are commensurate with the situation at hand. To mitigate the effects of the next outbreak, we, as individuals, businesses and governments, need to invest in and focus on prevention. If we don't, we may find ourselves back in the middle of an outbreak, and much sooner than we ever imagined. ■

THE
YEAR AHEAD
2023

Environment

The outlook for Earth in 2023 is bleak. The Arctic permafrost is melting, heatwaves and floods threaten our homes, and invasive species are setting up camp. The good news: renewable energies are on the rise, and Canada has an edge in the carbon-capture market.

1

We'll battle more invasive species

Yet another reason to fear the ravages of climate change: it can accelerate the spread of invasive species while making it more difficult for native ones to survive. Experts say there are more than 1,000 invasive species already in Canada, and the number is quickly rising. The sirex woodwasp, a black-bodied, wood-eating insect that's native to Europe, only arrived in Ontario and Quebec in 2005. But a warming climate has helped it to flourish and outcompete local wasps, sucking the life out of evergreen forests and prompting panic in rural areas. The round goby eats the eggs and young of native fish and is spreading across Ontario. And the Eurasian milfoil—better known as the "zombie plant" because of how its parts split off, reproduce and choke out other life—was recently spotted in British Columbia. In 2023, communities like the Nipissing First Nation in northern Ontario will take matters into their own hands, using drones to survey for invasive plants and enabling ground crews to find and remove them.

2

More retailers will sell a green agenda

Buy a T-shirt, combat climate change. According to a recent study by the World Wildlife Fund, online searches for sustainable goods increased by more than 70 per cent over the past five years. The Vancouver clothing company TenTree plants 10 trees for every piece of clothing sold. Since launching in 2012, TenTree claims to have planted a whopping 81 million trees around the world.

3

Homes will need an energy retrofit

Older homes can be full of character and charm, but they can also be drafty and expensive to heat. Roller-coaster costs are driving more people to save by spending on an energy retrofit. The first step: an energy audit to see where upgrades are needed, such as adding insulation to the walls and roof, installing better windows, or upgrading an inefficient heating or hot water system. The federal government has a program that offers homeowners up to $5,000 in energy retrofit incentives, plus up to $40,000 in interest-free loans. Since launching in 2021, the program has provided $69 million in grants to almost 19,000 homeowners.

4

As energy prices climb, demand for heat pumps will spike

A gas heating system is like an idling car: all winter long, it burns fossil fuel and spews greenhouse emissions into the air. Air-source heat pumps, which operate on electricity, are gaining in popularity as a climate-friendly alternative. Nearly 800,000 homes in Canada use heat pumps, double the number from 20 years ago, with Ontario and Quebec leading the way. Part of their appeal is that they not only heat your home, but cool it too. For homeowners who already own newer furnaces, there's a hybrid option: heat pumps can provide heat during shoulder seasons and cooling in the summer; the furnace would be used only for the coldest days. According to the Atmospheric Fund, a hybrid system

Photographs by Wikimedia Commons, iStock

INVASION OF THE ZOMBIE PLANTS

Climate change will accelerate the spread of invasive species in our rivers and forests costs about $1,000 to $3,000 more than a conventional one, but could save significant dollars, as well as help curb climate change over the long haul. (And several provinces offer hefty rebates.) The biggest catch? A shortage of trained contractors could mean a months-long wait to get a heat pump installed.

5

Alberta will lead the green energy race

The wild rose province has ramped up its wind and solar energy production faster than anywhere else in the country. By 2023, Alberta will construct nearly $4 billion worth of renewable energy projects—enough to power 1.5 million homes. Those projects will also create 4,500 new jobs. The renewables rush got a boost from Alberta's deregulated electricity grid, which allows smaller solar and wind companies to ink deals directly with big consumers, including Telus and the city of Edmonton, to reduce their carbon footprints.

6

More people will be forced to abandon flood-prone properties

Floods are the costliest natural disasters in Canada, and they're only going to grow more frequent and extreme. Coastal provinces face heightened risks from rising sea levels, while inland provinces like Alberta and Manitoba will likely contend with river flooding. A 2022 report by the Canadian Task Force on Flood Insurance and Relocation estimated that nearly $3 billion worth of property value is currently at risk of being flooded. The task force recommends that people in high-risk floodplains permanently relocate to drier land, a process known as "managed retreat." The Kashechewan First Nation in northern Ontario has already agreed to relocate from a flood zone, as have residents of Merritt, B.C., and Gatineau, Quebec.

7

Heat domes will wreak havoc

Record-high summer temperatures are now an annual tradition. In the North, temperatures skyrocketed to 32 degrees in July in Inuvik—smashing a record set the previous year—and Ontario just experienced the warmest November 5 in recorded history. In cities like Toronto and Vancouver, asphalt and concrete can create "heat islands," driving temperatures even higher. The heat dome that hit British Columbia in 2021 caused 600 deaths, according to a coroner's report released last year, and set the stage for countless wildfires—including the massive one that razed the town of Lytton.

8

The Arctic permafrost melt will create environmental chaos

Nearly half of Canada's land is frozen permafrost—a layer of rock, dirt and ice that can extend kilometres deep. But as the Arctic quickly warms, permafrost is thawing for the first time in millennia. As the ice melts, trapped organic matter starts to decompose, releasing concentrated carbon dioxide into the atmosphere. The land itself can also settle and slump, destroying houses and roads. And bacteria and viruses that have been frozen for hundreds or even thousands of years can escape into the atmosphere, causing untold illness in both humans and animals. Most worrisome of all: in its latest report, the Intergovernmental Panel on Climate Change describes the loss of permafrost as irreversible.

9

We'll capture carbon to hold off a climate apocalypse

If the cement industry was a country, it would be the third-largest emitter of greenhouse gases in the world, after China and the United States. The industry relies on an energy-intensive chemical process that releases carbon dioxide, and those emissions have been vexingly hard to cut. But a Halifax-based company might have the answer. Founded in 2012, CarbonCure's technology captures cement's carbon dioxide and injects it back into wet concrete, where it bonds with calcium ions. The company claims that the carbon dioxide is stored in the concrete forever. One of their recent projects—rebuilding a tarmac at Calgary's airport—sequestered roughly 160,000 kilograms of CO_2, for example. With backing from Bill Gates and Jeff Bezos, CarbonCure seems poised to lead the rapidly emerging carbon-capture market.

10

More companies will factor climate change into their business plans

Climate change is affecting corporate bottom lines. Extreme storms can cause supply chain delays. Heat waves, like the one that paralyzed China last year, can shut down factories for days or even weeks. Businesses are trying to better understand the climate-induced risks they face, as well as the opportunities. Toronto's Manifest Climate has developed software to help businesses map out how various future climate scenarios could affect them. The software can also help organizations follow international green regulations and hatch plans to cut emissions. Some big names already using it include Scotiabank, Weyerhaeuser and Teck Resources. ■

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MY PREDICTION

Alberta will be completely off coal by the end of 2023

HOW THE PROVINCE BECAME CANADA'S GREEN ENERGY LEADER

By Dan Balaban
CEO of Greengate Power

When it comes to energy production, our country is at a crossroads. The climate crisis is becoming increasingly urgent: global warming could be irreversible by 2030, we're losing species at up to 10,000 times the normal rate, and by 2050 as many as 200 million people could be displaced by climate-related disasters. Meanwhile, geopolitical tensions, like the war between Russia and Ukraine, is putting global energy security at risk. We're still importing oil from foreign countries—sometimes from hostile governments—and that doesn't make sense to me. As a country, we produce enough energy to not only cover our needs, but a good chunk of the U.S.A.'s too. All Canadians should be consuming Canadian-produced energy. Our federal government has set an ambitious climate target: establish a net-zero grid by 2035, which will in turn support our energy security. Billions of dollars of investment are flowing into the renewables sector—but we need *tens* of billions of dollars of investment, and we need it every year.

Photograph courtesy of Greengate Power

The province with the largest investment in green energy is the place you'd least expect: Alberta, the heart of oil country. My company, Greengate Power, has been at the forefront. I started it with my brother Jordan 15 years ago. Neither of us had experience in power generation, but we wanted to prove that large-scale renewable energy projects could work in Alberta. Ten years ago, we developed Blackspring Ridge, in Vulcan County, Alberta, which at the time was the largest wind project in the country. That project can produce up to 300 megawatts of electricity—the same amount of energy it takes to power 125,000 homes annually. Renewable energy projects provide significant revenues to the municipalities that host them—in this case, it's millions of dollars per year. In 2017, we began developing Travers Solar: the largest solar energy project in Canada, which can produce up to 465 megawatts of energy. It consists of 1.3 million solar panels spread out over 3,000 acres of farmland in southern Alberta, and produces enough energy to power more than 150,000 homes. It came online in 2022.

Solar has been deployed all over the world for decades—in the deserts of the United States, in the Middle East, China and India—but until recently it hadn't yet come to Canada on a large scale. People ask: "What do you do about snow? Is it financially feasible?" It turns out solar works better in relatively cool climates, provided there's enough sun. Travers's technology tracks the sun throughout the day, tilting and dumping off snow if necessary. Solar panels can now produce energy from light that reflects off snow. And Alberta has more than 300 days of sunshine a year, so it's a great place for solar.

In general, Alberta is a really good place to do business. We have a well-structured regulatory environment and stringent greenhouse gas regulations. Earlier on in Greengate's history, we pushed, along with a number of others, for the decarbonization of Alberta's electricity grid. Many incumbent power generators in this province were reluctant to make the transition. But Alberta is now planning to be completely off coal by the end of 2023, replacing it with a combination of natural gas, which is less carbon-intensive, and a lot more renewables. This is driven in large part by Alberta's strong carbon pricing on the largest emitters.

We're seeing a lot of investment in Alberta right now in both wind and solar. As of last year, four new renewables projects, originally developed by Greengate, were under construction and will soon be supplying electricity into the grid. We'll need many more of these projects across the country if we're going to meet our 2035 targets. Canadian policies must stay in step with measures taken in the U.S. with their Inflation Reduction Act. The energy discussion has become much too polarized in this country—it's been framed as fossil fuels versus renewables. What's going on in Alberta is a great example of how we can drive prosperity on both fronts.

We're dealing with an urgent situation—2035 is only 12 years away. We're facing serious challenges ahead, and it's time to pick up the pace to overcome them. ■

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THE
YEAR AHEAD
2023

Food

The lockdowns may be largely behind us, but our pandemic eating habits continue. In 2023, Canadians will keep dining al fresco and ordering on apps. We'll look for healthier and more sustainable options—and pay a lot more for everything.

1

Street patios will spark a fight for public space

Curbside dining—one of the few things that made pandemic life tolerable—is here to stay. Toronto has made its popular CaféTO program permanent and, after Vancouver's Temporary Expedited Patio Program ended and restaurant owners voiced their frustration with the clunky replacement process, the city relaxed requirements and cut red tape. And yet the future of extended patio season is about more than heaters and twinkly lights. With public space at a premium, it will require a balancing act between competing needs and user groups. More than 90 per cent of respondents to a City of Toronto survey endorsed the continuation of the CaféTO program, but there were also many complaints: about noise, lack of accessibility, and congestion on sidewalks and streets. Some Reddit threads were filled with gripes about too many cars crawling by on the adjacent street lanes. It seems patrons do not want a side of exhaust with their brunch.

2

Food prices will still be a conversation starter

Last year, grocery prices increased at the fastest rate in 40 years, and nearly a quarter of Canadians bought less food because they just couldn't afford it. Something had to give, and in the end it was... Galen? Last October, the president of Loblaws announced a temporary price freeze on 1,500 private-label products, following in the footsteps of European grocers—a PR stunt, perhaps, but a welcome one for cash-strapped shoppers. Food prices will level out this year, but they're not going down. The Daily Bread Food Bank anticipates 225,000 monthly clients by March, up nearly fourfold from pre-pandemic levels.

3

Vegan chips and Oreos will take over the junk food aisle

The global vegan snack market is set to reach US$80 billion by 2030, which means—noble goal alert—the search for better junk food is on. Vegans and flexitarians will find supermarket shelves stacked with purpose-made treats like PeaTos vegan cheese curls. (It also turns out some products were vegan all along, like some Ritz Crackers and most Oreo cookies.) There's more vegan fast food on the menu too, with the popular Ontario plant-based burger chain Odd Burger trading on the TSX and ready to add another 40 locations to its roster of 92.

4

We'll crave fake seafood

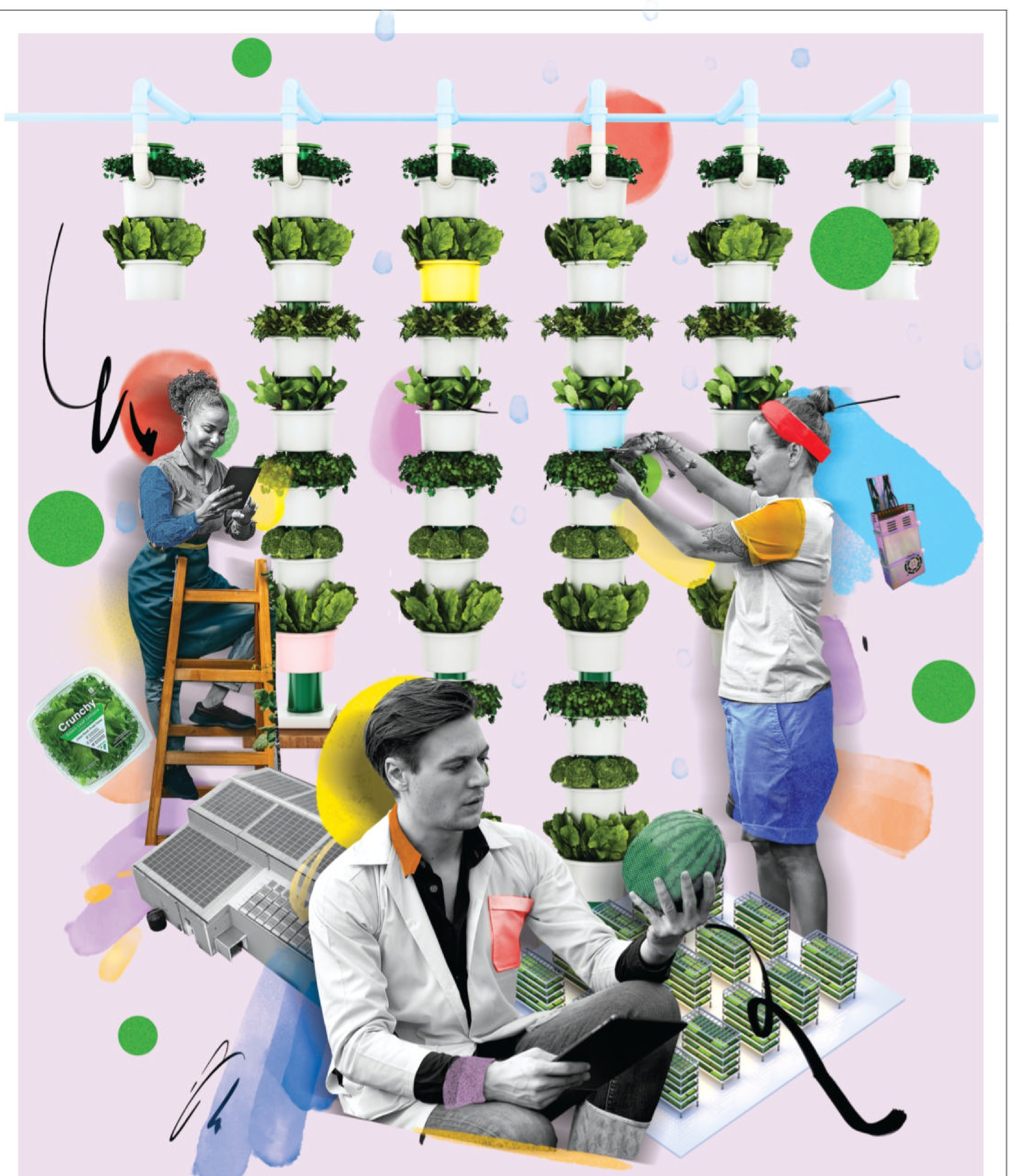
There's rice flake shrimp, pea- and seaweed-extract shrimp, vegetable root starch shrimp, mushroom-extract shrimp... If *Forrest Gump* got a 2023 remake, Bubba's pitch might sound something like that. Riding a wave of investment, food producers are creating more sustainable seafood alternatives that address both overfishing and climate concerns, appealing to consumers who love sushi and the ocean in equal measure. The Good Food Institute, a U.S. think tank, has tracked 120 new companies specializing in imitation or lab-cultivated products like caviar made from seaweed, 3D-printed plant-based seafood and shrimp created from algae. Part of Protein Industries Canada, Toronto's New School Foods is making waves with its whole-cut salmon filet facsimile—coming soon to a seafood spread near you.

5

We'll seek new solutions for vanishing farmland

In vertical farming setups, crops are stacked storeys high in indoor, climate-controlled environments. Each individual plant is monitored (giving a whole new meaning to data farming), and harvests are efficient and predictable. The whole enterprise could help fight food insecurity and climate change. Advocates for traditional farming are quick to point out just how energy intensive

Photographs by iStock, Vision Greens



WE'RE GROWING UP
Vertical farming is a solution to many problems we face in 2023: it helps fight food insecurity and farmland shortage, and it's energy- and water-efficient

vertical agriculture can be: some of these plant factories use as much as 100 times more energy than a regular farm. The rebuttal: many use at least *some* renewable energy—not to mention a lot less water and a lot less land. Canada's first net-zero vertical farm, meanwhile, is in the works in Toronto. According to the 2021 census, Ontario is losing 319 acres of land—the rough equivalent of an average-sized farm—per day to urban sprawl. Vertical farms like Toronto's Elevate, Sky Greens in St. Albert, Alberta, and Ottawa's Growcer could be part of the agritech solution, providing fresh, flavourful food and reducing our reliance on high-footprint imports.

6

Women hunters will put meat on the table

More women are taking up arms these days—a product of rising food costs and a collective desire to source food ethically. In 2021, British Columbia issued licences to 12,000 women hunters, twice as many as there were 20 years ago, and the number in Alberta rose by 20 per cent between 2016 and 2020. Organizations like the Alberta Hunter Education Instructors Association offer fully equipped mentored hunts that lower the sport's barrier to entry, and women-only hunting groups and educational programs are popping up from Nova Scotia to British Columbia.

7

Restaurants will have a stake in food delivery

Despite a rebound of in-person dining, most Canadian consumers are still ordering as much takeout as they did during pandemic lockdowns. Third-party platforms like Uber Eats and DoorDash are swallowing larger slices of the food-delivery pie every year, and restaurants are looking for ways to protect themselves. British Columbia has introduced legislation aimed at capping fees charged by the apps. Megacorps like McDonald's are bringing the competition inside the tent, partnering with Uber Eats and DoorDash for an improved delivery experience (and, presumably, a reduced commission rate). And smaller shops are keen to reduce their reliance on third parties through integrated ordering technology and in-house delivery.

8

We'll harvest dinner in our own backyards

Thanks to rising interest in both locavorism and food sovereignty—that is, the right to access healthy, culturally appropriate, sustainably produced food—city-dwellers are growing their own crops. Across the country, urban agriculture is flourishing: Edmonton's Urban Farm doubled in size in 2022. Toronto's Fresh City Farms signed a new lease on a 4.5-hectare plot that it plans to share with other organizations, including a farming collective geared toward single, racialized mothers. And the city of Mississauga just launched its first urban agriculture strategy, with nine community gardens and one teaching garden designed to grow the urban agriculture scene and make it more inclusive.

9

More bottle shops will go booze-free

Last year, the authors of the cheerily named Global Burden of Diseases, Injuries and Risk Factors Study concluded that there is no safe amount of alcohol for adults under 40. That might work out just fine: Gen Zers drink 20 per cent less than millennials did at the same age, opting instead for reduced- or zero-alcohol alternatives. Driven by surging sober-curious demand, the market is exploding—global sales are expected to hit $90 billion by 2030. Canadian small-batch startups include Acid League, which makes wine-like blends of fruits, teas and spices designed to pair with foods, and Ritual, known for its smooth and smoky Tequila Alternative. Non-alcoholic spirits are available at supermarkets and liquor stores, while dedicated boozeless bottle shops are popping up in Ottawa, Montreal and Toronto.

10

Tipping will become a thing of the past

With food services continuing to bear the brunt of the labour shortage, restaurants are hoping to attract talent by doing away with tipping. Over the last year, a slew of spots, including Toronto's Richmond Station and Marben, Ottawa's Aiana, Montreal's Larrys and Vancouver's Folke, eliminated gratuities, and more restaurateurs are following their lead. Many places now offer staff higher starting wages, comprehensive health benefits and paid time off. That's worth a lot to employees in an industry plagued by burnout, addiction and other mental health issues. ■

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THE
YEAR AHEAD
2023

Culture

This year, a handful of new museums and movie studios kick CanCon up a notch. Meanwhile, new stars continue their ascent, with fresh releases from Drake's pal Daniel Caesar and bestselling author Ashley Audrain.

1

Sook-Yin Lee will take us back to the '90s

In 1996, Canadian radio host, musician, actor and film director Sook-Yin Lee split up with her boyfriend, the cartoonist Chester Brown. Fifteen years later, Brown published *Paying For It*, chronicling his post-breakup decision to pay for sex rather than deal with emotional entanglements. Now Lee is directing a feature film based on Brown's memoir, in which her namesake character has a significant role. It's quirky and irreverent and perfectly on-brand for one of the country's most original multi-hyphenates, who also has an acting role in the upcoming *The Incident Report*, produced by madcap maverick Charlie Kaufman.

2

Dune: Part Two will stage a battle of the hunks

When Canada's auteur of moody action Denis Villeneuve signed on to make a film adaptation of *Dune*, Frank Herbert's seminal 1965 sci-fi novel, he insisted on doing it in two installments. A good call, given the book's famously byzantine plot and *Game of Thrones*–level character roster. The first film, released in 2021, told the cosmic love story between Paul Atreides (Timothée Chalamet) and Chani (Zendaya). Part Two, out in November, will expand the focus to include the Atreides family's mortal enemies, House Harkonnen, fronted by *Elvis* star Austin Butler—arguably the only young Hollywood actor who gives Chalamet a run for his reigning-hunk status.

3

Shania Twain will return as the queen of country (and techno?)

Man—it feels like a lifetime. In fact, it's been five years, two rounds of open throat surgery, and one surprise, sequin-soaked duet with Harry Styles at Coachella 2022 since Canada's country queen released new music. "Waking up Dreaming" is the first single off Twain's sixth album, *Queen of Me*, out in February. The song's technopop beats and Twain's Gaga-esque appearance in the music video feel and sound like a diversion from those cowgirl karaoke classics that most Canadians can belt by heart. Lest long-time fans fear Shania has left her roots behind, here's a dose of reassurance: last September, she celebrated her return by posing topless with her beloved Stetson.

4

Eleanor Catton's new novel will give us another reason to worry about billionaires

Ten years ago, at age 28, Eleanor Catton became the youngest author in history to win the Booker Prize for *The Luminaries*, a historical mystery set during New Zealand's 19th-century gold rush. Now Catton—who was born in London, Ontario—returns with a contemporary thriller in the emerging sub-genre known as cli-fi, or climate fiction. *Birnam Wood* (a *Macbeth* reference) follows two idealistic environmental activists who encounter a mysterious magnate with a nefarious agenda. Catton has said the book explores the current political moment without being partisan: the plot mirrors a real-life trend of American billionaires (including Trump adviser Peter Thiel) purchasing doomsday bunkers in rural New Zealand.

5

Daniel Caesar, pal of Drake, Bieber and the Weeknd, will get us grooving

Signing to Republic Records was a big deal for the 27-year-old Caesar, who previously shied away from major labels. But that was before the Grammy win, before the 2021 "Peaches" duet with Justin Bieber that went to No. 1 on the Billboard 100 chart, before the Biebs crashed his 2022 Coachella set—topless—to perform their hit. While often compared to fellow Six stars Drake and the Weeknd, Caesar draws more from gospel and soul influences. Last year's single "Please Do

Photographs by Murdo MacLeod (Catton), CBC, Canadian Canoe Museum, Getty Images, CP Images, iStock

THE CANADIAN CANOE MUSEUM
LE MUSÉE CANADIEN DU CANOT

Not Lean," featuring the Toronto collective BadBadNotGood, is a '90s makeout jam with hints of Motown.

6

Three museums will inject new life into history

A trio of history hubs are upping Canada's cultural cred, starting with the Canadian Canoe Museum, a new $40-million, 65,000-square-foot facility located on the shores of Little Lake in Peterborough, Ontario, and shaped like—you guessed it—a canoe. Inside are hundreds of examples of our national transport vehicle, including birchbark versions from the 1700s and one that belonged to prolific paddler Pierre Elliott Trudeau. Further north, the Yellowknife Historical Society Museum and Interpretive Centre will explore the history and geology of the city (the site is located on a former gold mine). And in Montreal, the Holocaust Museum is breaking ground this year on a new $90-million complex, with classrooms, exhibition spaces and a memorial garden. Its mandate—to advance human rights, and fight anti-Semitism and discrimation—couldn't be more timely.

7

Ashley Audrain's latest page-turner will give us the creeps

A boy falls from his bedroom window after a boozy neighbourhood barbecue, and his family and neighbours must reckon with their roles in the horrible incident. Toronto author Audrain's new novel, *The Whispers*, features the same brand of engrossing domestic noir that made her a global superstar with 2021's *The Push*, a dark take on motherhood that earned a $3-million deal, weeks on the *New York Times* bestseller list and a forthcoming screen adaptation. In *The Whispers*, the drama plays out over a single week and is recounted by three narrators.

8

Hollywood North will heat up

The battle over which Canadian city can lay claim to the "Hollywood North" title gets a little more interesting with three major film hubs adding to their arsenals in 2023. Montreal's new $53-million studio, MELS 4, will focus on attracting more blockbusters (movies from the *X-Men* and *Transformers* series were shot at MELS locations). In Toronto, Basin Media Hub will plant eight new soundstages along the Port Lands and generate a predicted quarter of a billion dollars in economic activity. And in Burnaby, an LED volume soundstage will feature the same kind of cutting-edge tech that produced *Obi-Wan Kenobi* and *The Mandalorian*. All of which is to say that Hollywood could eventually be known as Canada South.

9

Canadian superheroes will prevail over Marvel villains

Marvel has discovered Canada. Iman Vellani, a 20-year-old actor from Markham, Ontario, is the superhero in *Ms. Marvel*, and *Orphan Black* Emmy-winner Tatiana Maslany stars in *She-Hulk: Attorney at Law* (both shows are on Disney+). The Canadianization of the comic book universe will continue in a series about an Indigenous superhero: Marvel's *Echo*, a spinoff of 2021's *Hawkeye*, tells the story of a young deaf woman who must contend with her special powers and her ancestral roots. The titular role is played by Native American actress Alaqua Cox, and the supporting cast is a who's-who of Indigenous Canadian talent: veterans Tantoo Cardinal and Graham Greene, and newcomers Devery Jacobs and Cody Lightning.

10

The natural world will get a glow-up with a high-tech art experience

Toronto's Museum of Contemporary Art is one of 10 international locations to simultaneously host "Seeing the Invisible," an augmented-reality exhibit that places virtual art against natural backdrops (in Toronto, the leafy hectares of Sorauren Park and High Park). The out-there art pieces—including original work by acclaimed artists such as Ai Weiwei and Pamela Rosenkranz—explore the slippery boundaries between art and technology and inspire contemplation of the fragility of nature. No fancy headsets required—just download the app and show up at the GPS-marked locations. And we suggest you bring your Airpods: some of the pieces include complementary soundscapes. ■

Photograph by CP Images

MY PREDICTION

Netflix and YouTube will balk at restrictive CanCon rules

IN THE FACE OF CONFUSING NEW LEGISLATION, STREAMING COMPANIES AND INFLUENCERS WILL TAKE THEIR BUSINESS ELSEWHERE

By Michael Geist
Law professor at the University of Ottawa and the Canada Research Chair in internet and e-commerce law

My specialty is the intersection between law, technology and policy. This work has brought me to the centre of a wide range of Canadian legislative proposals and digital policies, including internet streaming regulation. For many years, the government took a relatively hands-off approach to internet regulation, but that changed with the introduction of Bill C-10 in 2020, which was later reintroduced with amendments as Bill C-11.

The stated objective of Bill C-11 is to bring large streaming services, like Netflix, Disney+ and Amazon Prime, into the Canadian broadcasting world. The language used in the bill is so broad that its parameters are subject to interpretation, which leads to a great deal of confusion about what it will do in practice. One concern is that the law opens the door to rules that make CanCon more prominent on streaming services and forces the services to make financial contributions to CanCon, just as conventional broadcasters such as CTV and Global are obligated to do. The bill is under study by the Senate and will likely pass imminently.

The plan to promote homegrown video is all well and good. The problem is what counts as CanCon. And that depends on an outdated—and inherently flawed—government points system. One example is the Netflix-funded film *Jusqu'au déclin*, which features a Quebec-based story, producer and cast. Everything is Canadian, but Netflix owns the intellectual property, so it doesn't count as CanCon. Other iconic Canadian stories such as *Turning Red* and *The Handmaid's Tale* have also failed to meet the standard. Companies like Netflix might object to being accountable to such a defective system.

The bill also poses problems for Canadians who post videos and other creative content on services like YouTube and TikTok. My interpretation is that the new legislation will lead to regulation of user-generated content, despite the government's claim to the contrary. The bill's broad language could require YouTube and TikTok to identify what is Canadian and prioritize this content in user feeds. Canadian digital creators may not meet the official definition of CanCon and be deprioritized within Canada. Even if they do meet the definition, they face being deprioritized outside of Canada. That's because services like YouTube use algorithms to determine what users like based on what they click, what they don't and how long they watch a video. If the CRTC effectively forces companies to promote Canadian videos to people who might not be interested in them, the algorithm will interpret that lack of interest as proof that the content is lacklustre. It may then be downgraded in the rest of the world, which is where creators generate the overwhelming majority—typically more than 90 per cent—of their audience and revenue. Creators could simply pack up and leave Canada altogether to avoid this fate

In 2023, the CRTC will likely conduct a series of hearings to flesh out the ambiguity in the legislation. Streaming companies and individual creators will come before the CRTC to discuss a wide range of issues, like the definition of CanCon and whether and how user content gets regulated. Services like Netflix will find themselves in a morass of regulatory uncertainty and face the possibility that their investments won't meet the requirements. Which is a problem, because Netflix pumps billions of dollars into film and television production and content licensing in Canada; it spends more on dramatic film and television production in Canada than any Canadian broadcaster. It's wishful thinking to imagine that a company will say, "Okay, no problem, we'll put another billion into Canada while we wait to see how this plays out," especially in a tough economic climate. Meanwhile, smaller, more niche streaming services may also look at the Canadian marketplace and decide that it's become too expensive to adhere to the regulations and instead simply exit altogether.

There is still time to fix this bill. Removing user content from its purview would help. And we need to get the definition of CanCon right. A better way of determining what qualifies as CanCon is to look at whether the original source material is from Canada and to treat IP ownership as one of many potential elements to consider, rather than a mandatory requirement. If the goal of the legislation is to increase the production of CanCon, then surely we need a modernized definition of what CanCon is. ■

Photograph by Paul Jones

Loyalty & Rewards

PHOTO COURTESY OF THE PLANET D

Make the Most of Every Adventure with The Planet D Travel Guide

Maximize your next trip with travel tips from Dave and Deb, founders of the award-winning travel blog The Planet D.

How do you feel the leisure industry has changed or evolved post-pandemic?
We've noticed that people are more excited to travel than ever. I think people took the freedom to travel for granted pre-pandemic, and after two years of lockdown, people are ready to explore again. However, I believe people are being more mindful. They're booking travels in smaller groups and choosing bucket list destinations. People are willing to spend a bit more on dream trips and higher-end experiences to ensure they're safe and secure.

The pandemic put a spotlight on the effects of over-tourism, and destinations are now more aware of limiting numbers at tourist attractions. Most places require reservations and pre-booking so travellers need to plan more instead of just showing up.

What do you think today's traveller is looking for, and how can loyalty and rewards programs suit that?
Travellers are looking for more meaningful travel experiences, luxury travel, and comfort and safety. That makes travel more expensive, and loyalty and rewards programs can help with that.

How do you typically find food, activity, and accommodation recommendations?
When it comes to finding food during our travels, we tend to go for a walk and look for places that are filled with locals. If a restaurant is packed with tourists, we tend to avoid it, but if it's filled with local residents, we know it is good authentic food at a good price, and since it's busy, the food will be fresh.

When it comes to accommodation recommendations, we search travel blogs that we know and trust. We usually search for the neighbourhood that we want to stay in. Are we looking for downtown accommodation or near the airport? We then check for breakdowns of what people recommend are the best areas in a city.

For Canadians planning a staycation this winter, do you have any tips for sparking hometown excitement?
Staycations can be so much fun! Look for a cute Bed and Breakfast or funky hotel in your area and plan for a few nights in a nearby hotel. Then, start thinking outside the box for activities. What is something you've never tried before? Are there snowshoeing or cross-country ski trails nearby? Have you always wanted a spa day? You can have an amazing staycation without breaking the bank. Plus, you can put the money you save on flights toward a bucket list experience near your home. People often book bucket list adventures like a helicopter tour while on vacation, but why can't you take a flight over the Rocky Mountains or Niagara Falls? This could be your time to splurge on a luxury item since you aren't spending money on an international flight. ★

Visit **theplanetd.com** to learn more.

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The Evolution of Loyalty Programs through the Pandemic

Patrick Sojka, Founder, RewardsCanada.ca

When the pandemic hit in 2020, we saw loyalty programs shift priorities and focus on keeping their members engaged without flying, staying in hotels, or setting foot in stores. They adapted by providing more ways to earn loyalty currencies, adding more cash equivalent rewards like gift cards and statement credits, all the while enticing them with offers they could use from home.

As we've emerged from two years of our altered lifestyles, we've seen loyalty programs keep the pandemic adaptations and evolve their programs to suit more walks of life. From converting Aeroplan points to Starbucks Stars and getting more value from American Express points when redeeming for statement credits, we've seen the programs that adapted new stay-at-home measures keep those in place.

Instead of thwarting the programs, the pandemic helped their evolution, which has set a new course for the industry. The emerging trends will continue to focus on cash equivalent rewards and partner variety, and it will place importance on immediate rewards. That is either by lowering redemption requirements for existing rewards, as we've seen with cash back credit cards letting you redeem as little as $1, adding lower value rewards like $5 gift cards, or by allowing a combination of points and cash to be used for a reward.

With the ongoing evolution, selecting a program will come down to those that match your lifestyle habits and provides meaningful rewards that you know you will use. ★

> As we've emerged from two years of our altered lifestyles, we've seen loyalty programs keep the pandemic adaptations and evolve their programs to suit more walks of life.

PHOTO COURTESY OF AIR MILES

AIR MILES
7890 123 4567

How the AIR MILES® Reward Program Is Supporting Millions of Canadians with Enhanced Earning Potential

An effective loyalty program is key for Canadians looking to get more out of every dollar spent.

Throughout 2022, the increased pressures of inflation and the rising cost of living are putting millions of Canadians in a position of having to re-evaluate their spending habits. As we look ahead to 2023, shoppers across the country are changing the way they shop and looking for simple ways to get more out of their everyday spending, which is where loyalty and reward programs can become a difference maker.

Under new leadership, the AIR MILES® Reward Program has been on a transformative path to reimagine how rewards programs can support Canadians by establishing more open and flexible partnership models to help consumers convert daily spend to rewards at an accelerated pace. With more than 300 leading Canadian, global, and online brands issuing AIR MILES® Reward Miles™, the company is in a unique position to help Canadians out when they need it most. With consumers looking to get more out of every dollar spent, AIR MILES provides the opportunity to earn Miles on nearly every purchase with participating partners.

AIR MILES continues to expand its partnership models to provide more choice and flexibility in how collectors engage with the Program, offering new and renewed brand partnerships, an expanded card-linked offer program, and more opportunities to earn Miles online and in-store. In 2022 alone, these additional earning opportunities have helped collectors redeem approximately 3.6 billion Reward Miles™ toward free gas and groceries with AIR MILES Cash, merchandise, travel, and more.

Beyond just new opportunities to earn, AIR MILES' investment in improving the digital experience is paying dividends for collectors. AIR MILES mobile app users earned nearly 300 per cent more Miles than non-AIR MILES mobile app users, and digitally active collectors earned 430 per cent more Miles than non-digitally active collectors.

Heading into 2023, there's no doubt that Canadians will continue to feel the pressures of economic factors. But with an effective loyalty program like AIR MILES in their wallet or on their phone, consumers can continue to participate freely in a rewards program designed to stretch their spend further through convenience, flexibility, and choice whenever and wherever they shop. ★

Visit **airmiles.ca** to learn more about the ways that AIR MILES is rewarding Canadians.

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Earn Rewards Every Day with the Expanded Scene+ Rewards Program

Once rooted in entertainment, SCENE has now grown into Scene+, a broad lifestyle rewards program with grocery, travel, and shopping partners.

Tania Amardeil

A series of exciting new partnerships has catapulted Scene+ — Canadians' favourite entertainment rewards program — into a broad new lifestyle program that boasts more ways than ever to earn and spend points.

With grocery, retail, and travel now added to its roster, and with the ability to accelerate rewards through a number of financial products from co-owner Scotiabank, Scene+ has become a truly multi-dimensional loyalty program. And there's more to come — including a new partnership with Home Hardware set to launch in 2023. "The program is seeing exponential growth, which is super exciting," says Tracey Pearce, President of Scene+.

This multi-faceted approach to rewards is just one reason the Scene+ loyalty program stands out in an increasingly crowded marketplace.

Scene+ members have a say

Scene+'s current growth, including bringing grocery giant Empire Company Limited on as a co-owner, has been fueled by extensive research on changing consumer needs, as well as feedback from its membership base.

"Loyalty programs have significantly evolved over the last few years," says Pearce. "In the past, there were a lot of single-purpose programs, but now Canadians are looking for more value and opportunities in their everyday lives."

The program, which began as a movies-only rewards program in 2007, expanded into a more fulsome entertainment vehicle in 2016. Member benefits extended to dining and in-person entertainment at venues such as The Rec Room and Playdium and professional sports and music events. "Throughout all this, we had our members asking us for more ways to earn and redeem," says Matthew Seagrim, Senior Vice-President at Scene+.

In the fall of 2021, SCENE merged with the *Scotia Rewards* program to become Scene+. Since then, a number of strategic partnerships, including with Expedia Group and Rakuten, have moved Scene+ into the lifestyle space. "Our members have been thrilled with the expansion and the range of rewards," Seagrim says.

Flexibility is a top priority

One of Scene+'s main goals throughout this expansion was to provide easy opportunities for members to earn rewards. Today, Scene+ members can earn or spend points with partners in key categories such as grocery and travel.

Earlier this year, Empire, the parent company of Sobeys, IGA, FreshCo, Safeway, Foodland and other prominent grocery banners across Canada, joined Cineplex and Scotiabank as a co-owner of Scene+, making it possible for members to build value with every trip to the store.

With retail partners like Best Buy, Apple, and Rakuten (which represents hundreds of online stores), the ability to spend points on gift cards with over 60 national retailers, and Expedia Group as a travel partner, it's easy to see how benefits add up quickly. And with

Rewards Road Map

All the places you can find more value with Scene+

GROCERY

When rollout is complete in 2023

- Sobeys
- Safeway
- Foodland and participating Co-Ops
- FreshCo
- Chalo! FreshCo
- IGA and IGA West
- Voilà by Sobeys
- Voilà by Safeway
- Thrifty Foods
- Rachelle Béry
- Les Marchés Tradition
- Voilà par IGA
- Needs Convenience*

**Point redemption not available at Needs Convenience*

LIQUOR

- Sobeys Liquor
- Safeway Liquor
- Thrifty Foods Liquor

ENTERTAINMENT

- Cineplex
- VIP Cinemas
- The Rec Room
- Playdium
- Cineplex Store
- NBA

SHOPPING

- Rakuten
- Apple
- Best Buy
- Home Hardware *(coming in 2023)*
- 60+ gift card brands

more than 700 restaurants across the country participating in the Scene+ program, the cost of a night out with friends also becomes easier to manage. "It's all about having an everyday, consistent cycle of rewards combined with opportunities to do something special," says Pearce. "Deciding between trying to save points for a trip or using them at the grocery store is a good problem to have."

It's built to help during tougher times

This new flexibility and the built-in ability to earn rewards with everyday purchases (which can in turn be redeemed for credits or cash back on eligible Scotiabank credit and debit cards) give Scene+ members more tools to help with cost-of-living increases and the financial impacts of the pandemic.

"As people become more concerned about their household finances, they're looking at how a loyalty program can help supplement that," notes Pearce. "Having the opportunity to earn points on things that are foundational to daily household expenses is a really important part of a loyalty program."

That list will soon include home improvement purchases: Earlier this year, Scene+ announced Home Hardware is joining the loyalty program in the summer of 2023, with members able to earn and spend points at more than 1,000 locations across the country.

"These new partnerships are a function of responding to customer interest and member demand," says Pearce.

Above all, it's easy to use

This expansion has made Scene+ one of Canada's biggest and most flexible rewards programs. It's also simple to use and becoming more and more personalized.

"Consumer expectations have really increased, specifically around our ability to deliver seamless and personalized consumer experiences," says Seagrim. "We've long focused on delivering relevant content and offers to our members, but the pandemic spurred tremendous innovation in that area."

Members can now earn points with a physical or digital Scene+ card and can earn points faster by paying with an eligible Scotiabank credit or debit card. They can access personalized offers through the Scene+ app, and by engaging with partner apps can add another level of benefits, Seagrim says. "The more members engage, the more opportunities we have to deliver more rewards."

The future is bright

The Scene+ team is excited about the program's transformation and the opportunity to keep innovating in the loyalty space. "There's a lot of consumer love out there for Scene+," says Pearce, noting that its original goal — to make it easier to spend time with friends and family — is still very much at the heart of the brand. "I think you need to continue to surprise and delight customers. So whether that's through personalized grocery offers at Sobeys or a travel opportunity through Scene+ Travel, Powered by Expedia — we can never sit still." ★

Scene+ at a Glance

50+
Percent of households in Canada with at least one Scene+ member

60+
Number of brands you can purchase gift cards from using Scene+ points

170+
Number of Cineplex entertainment venues where members can go to escape

700+
Number of restaurant locations across the country (including Swiss Chalet and Harvey's locations) where you can dine while earning and spending points

600+
Number of online retailers where extra rewards are possible when you shop with Scene+ Rakuten

1000+
Number of Home Hardware stores where members will be able to earn and spend points starting in summer 2023

1370+
Number of Empire stores offering more value with Scene+ once rollout is complete

i

Visit **sceneplus.ca** for more details and to get started.

This article was **sponsored by Scene+.**

Terms and conditions apply to the Scene+ Program and the benefits featured herein. The Program and benefits featured are subject to change.

TRAVEL

Scene+ Travel, Powered by Expedia

BANKING CARDS

- Scotiabank® Scene+™ Visa Card (and Scotiabank® Scene+™ Visa Card for Students)
- Scotiabank Passport® Visa Infinite Card
- Scotiabank® Gold American Express®
- Scotiabank® American Express®
- Scotiabank® Platinum American Express®
- Scotiabank Passport® Visa Infinite Business Card

BANKING PACKAGES

- Ultimate Package
- Preferred Package
- Student Banking Advantage® Plan
- Getting There Savings Program for Youth

Terms and conditions apply.

DINING

- Harvey's
- Swiss Chalet
- East Side Mario's
- Montana's
- Bier Markt
- Kelsey's Roadhouse

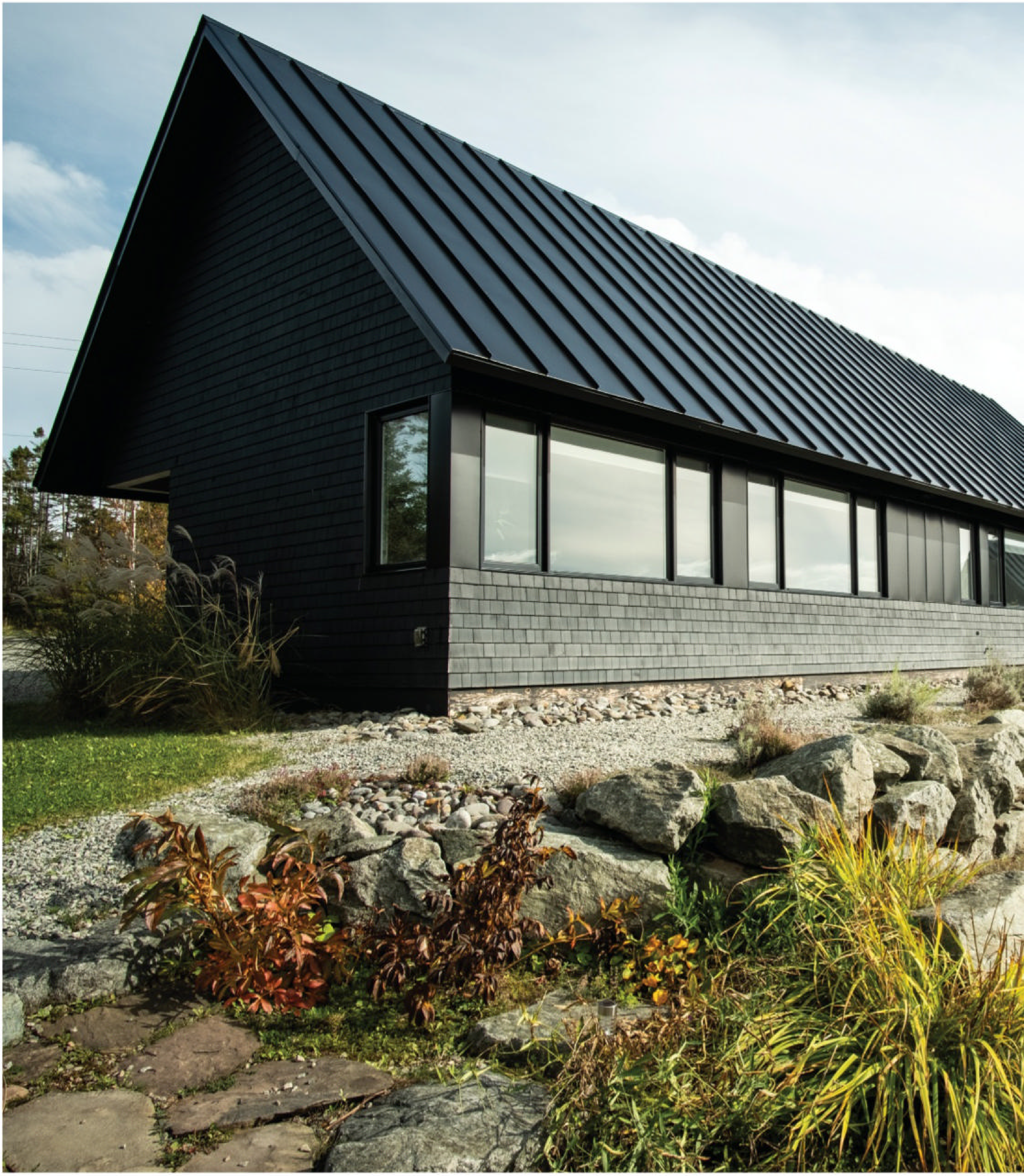
PHARMACY

When rollout is complete in 2023

- Lawtons Drugs
- Sobeys Pharmacy
- Safeway Pharmacy
- Foodland Pharmacy
- FreshCo Pharmacy
- Chalo! FreshCo Pharmacy
- Thrifty Foods Pharmacy

Habitat

THE COUNTRY'S MOST CREATIVE LIVING SPACES



PHOTOGRAPHY BY **STEVE RANKIN**

BLACK BOX

A family physician turned artist puts down new roots on family land

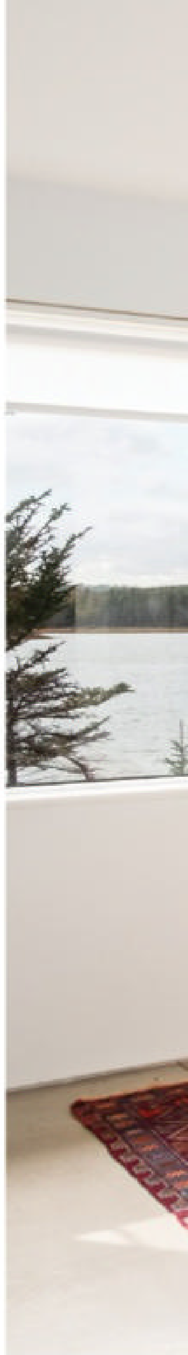
By Rachel Heinrichs

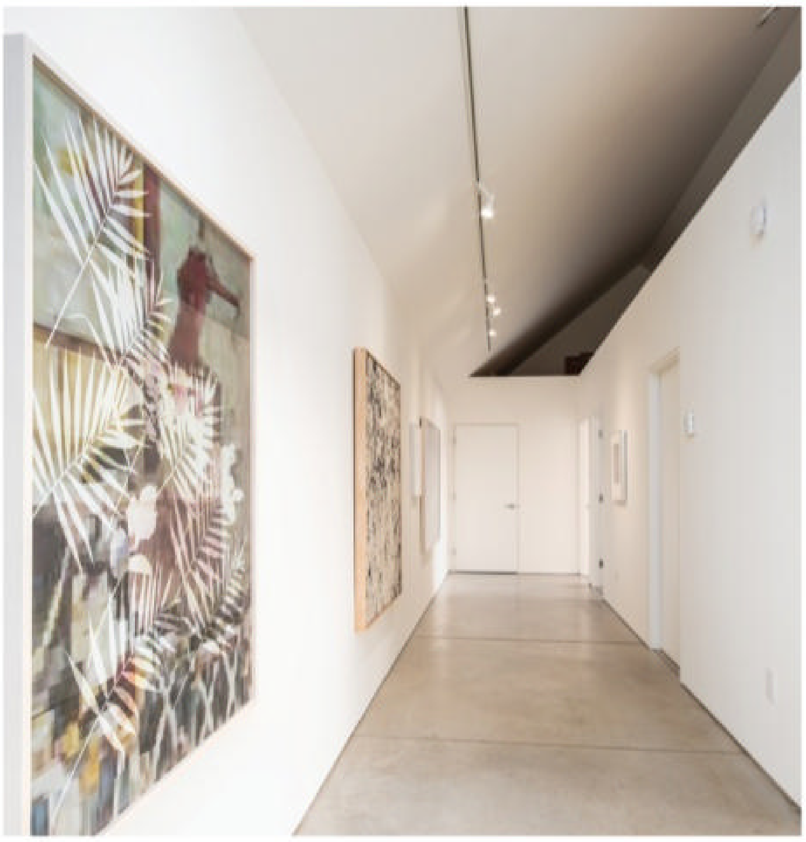
JONAH SAMSON grew up on a wild stretch of seaside in southern Cape Breton, Nova Scotia. For many generations, his family lived in Louisdale, a tiny, working-class fishing village. His great-grandfather was a lighthouse keeper, and his grandfather, an electrician, kept a sprawling garden that Samson would help tend in the summer, watching in wonder as seeds sprouted into plants.

This memory tugged at Samson 30-odd years later. He'd bounced around Europe and lived in Halifax and Toronto before settling down in 2004 as a successful family physician and artist in Vancouver. By then, Samson's father had divided the Cape Breton land between his four children. "My brother had already built a house right next to my parents, and then my sister built a house right next to him," says Samson. "We essentially have a family commune all the way down the road." He'd been living in a 600-square-foot condo and dreaming of more space to garden. In 2013, he moved to Nova Scotia, becoming the fourth Samson to build a house on the family land, and worked at a community health centre in L'Ardoise, a village about a 30-minute drive away.

Samson's home is the black sheep of the bunch—and an austere twist on the area's gabled fishing shacks. To design it, he approached Omar Gandhi who, at the time, had only a few homes in his portfolio. He has since become one of the country's buzziest architects, earning a Governor General's Medal in 2018 and designing high-profile projects like the proposed Art

FAMILY PLOT
Multiple generations of Samsons have owned this land





AN ARTIST'S VISION
Samson (pictured above) displays his extensive art collection on a gallery wall

SEEKING REFUGE Samson built privacy into the design: the house's black exterior is windowless on one side

Gallery of Nova Scotia. Still, says Gandhi, "Of all the work we've ever done, Jonah's house is the one that I hear most often that people wish was theirs. Maybe it's because of the scale, and that people can imagine affording it." The budget was just $300,000 for two buildings—a main house and an artist's studio—and the footprint had to be a slim 1,200 square feet to fit the one-acre plot.

Because of the intimate nature of Samson's work as a family doctor and the fact that he is, as he puts it, "related to absolutely everybody" in Louisdale, he wanted a private sanctuary. (He's joked that he asked Gandhi for a house that tells strangers to "fuck off.") And so the side of the house that faces the road is almost entirely windowless, a black boundary illuminated at night only by a slot in the bathroom that stares out like an ominous eye. "It's like you stumble upon this perfect black composition of objects in an environment that's completely whited out by snow," says Gandhi, who named the residence Black Gables. To handle the punishing Atlantic winters, black metal covers the pitched roof. Samson and Gandhi loved seeing the contrast between this mysterious duo of boxes and the rest of the buildings in the community.

The flip side of the house, however, is an expanse of welcoming windows that looks out to the water and a cluster of diminutive islands in Seal Cove. In summer, stone paths snake through tangles of bright blooms and a fledgling orchard of apple, plum, peach, cherry, pear and apricot trees that Samson planted. "In Europe, you'll walk down the street and see huge stone walls with giant doors, but behind them are gorgeous courtyards. I like that there's a beautiful, private surprise once you get past the front door," he says.

Inside, a gallery wall stretches the length of the home to showcase pieces from his art collection, which contains several thousand vintage photographs. His current obsession is the work of Bob Mizer, a mid-century photographer whose playful images of loincloth-clad men influenced the work of Robert Mapplethorpe and David Hockney. "Mizer is one of the most underrated gay artists of the 20th century, who never got his due," Samson says, who might curate a book about him in the future.

Samson also creates his own work in the 450-square-foot studio and darkroom, often repurposing found photographs into cheeky and surreal pieces that make you see old images anew. At the moment, he's developing silver gelatin photo prints with found negatives and, through chemical processing, erasing parts of the original images. He was inspired by the French philosopher Jean Baudrillard, who examines the disappearance of traditional photography as it's replaced by its digital counterpart. "What happens when physical things disappear?" Samson says. "It's this idea of vanishing."

When he's not squirrelled away in his studio, Samson spends his time with his French bulldog, Arlo; his greyhound, Beans; and his 10 nieces and nephews—in true commune style, childcare is a shared duty. Samson isn't a big cook (his kitchen is tiny), but he shares many meals with his siblings. Don't let the black exterior fool you. "We very much live together," he says. ■

The Trend

ADVENTURES IN THE ZEITGEIST

REIMAGINING WASTE This tomato salad, from the Acorn in Vancouver, is made with compost-ready cast-offs

STARTING FROM SCRAPS

The zero-waste movement gives fine dining a sustainable and thrifty twist. **By Michelle Cyca**

THERE ARE FEW DISHES as luscious as a tomato salad at the height of the season. At the Acorn, a haute vegetarian restaurant in Vancouver's Riley Park neighbourhood, head chef Devon Latte drizzles wedges of jewel-hued tomatoes with a vinaigrette and contrasts their sweetness with a creamy homemade mayo. He textures the dish with cheese and croutons, then showers it with basil. What diners don't see are all the scraps that Latte has layered onto the plate: the tomato leaves used to make that verdant, herbaceous vinaigrette; the scraps of tomato reduced with caramel to make a savoury, silky sauce; and even the mayonnaise, made with chickpea miso and smoked tomato scraps, and emulsified with leftover aquafaba.

The Acorn is one of a growing number of Canadian restaurants subverting expectations about fine dining through the thrifty, ingenious use of ingredients that other kitchens might toss in the compost or garbage bin. Scraps, peels, seeds, cores, leaves: through creative reinvention, these change from trash into culinary treasure. As the food world faces more pressure due to the climate crisis and skyrocketing inflation, zero-waste restaurants offer an intriguing template for how the industry can adapt. Like veganism is to vegetarianism, zero-waste aspires not to limit waste but to nearly eliminate it altogether, without

Salad by Lorenzo Ignacio, risotto by Gabriel Cabrera

compromising on the quality of the dining experience. And restaurants are gaining recognition for it: the vaunted Michelin Guide began awarding "Green Stars" in 2021 to recognize exceptional sustainable restaurants.

In zero-waste kitchens, chefs don't throw out any ingredients until they're well and truly used up: pickled for preservation, simmered for stock, squeezed for every last drop of flavour. At the Acorn, celeriac skins are fermented into complex bases, peach pits transform into syrups and kiwi skins turn into powders dusted over dishes—reframing food scraps into fine-dining adventures. The end result is not one of conspicuous sustainability, but of innovative presentation and surprising flavours. We go to restaurants for culinary epiphanies, and the zero-waste approach shows us what we've been missing all this time.

Almost 40 per cent of produce in restaurant kitchens is wasted

The zero-waste movement entered the mainstream in the 2010s, when blogger Lauren Singer made headlines for fitting four years' worth of trash into one mason jar. Interest has escalated gradually since then: in 2016, the Saskatoon chef Christie Peters, owner of the acclaimed restaurant Primal, hosted a zero-waste dinner that featured dishes made from vegetable stems, butcher trimmings and stone-fruit pits. And in July of 2021, 29 Canadian restaurants and bars participated in a global "Zero Waste Month," designing cocktail recipes that incorporated scraps and peels. Initiatives like these signal a growing interest in sustainability from restaurants and consumers alike. They also reveal how challenging it is to shift consumption patterns across an industry.

Shira Blustein, the Acorn's owner, has focused on sustainability since the restaurant opened in 2012. "Restaurants are notoriously wasteful," she says, estimating that in a typical kitchen, one- to two-thirds of all produce is trimmed and discarded. A recent federal report, meanwhile, found that kitchens in hotels, restaurants and other institutions waste almost 40 per cent of their produce. Even before the food is prepared, it's often delivered in large quantities by suppliers, swaddled in packaging that goes straight into the dumpster.

A zero-waste philosophy is good for a restaurant's bottom line because it maximizes each ingredient's value. "If you're paying for the roots and carrot tops, you might as well use them," Blustein says. The process requires considerable planning, not just day to day but season to season. The staff at Big Wheel Burger in Victoria turn food scraps, wrappers and plates into compost and convert used oil into biodiesel to fuel their restaurant van. The Acorn preserves, pickles and cans as much summer produce as possible, which helps cut down on food costs in the winter. Reducing waste, according to Blustein and Latte, isn't particularly difficult, nor does it involve special training. It does mean spending more on kitchen labour—perhaps the greatest roadblock to its widespread adoption. And yet Blustein and Latte have found that being thrifty with food scraps can help offset labour costs, resulting in a sustainable equation that has kept their doors open for over a decade.

Waste reduction doesn't end in the kitchen—restaurant staff must consider where the food comes from, how it's transported, and what happens after it leaves the kitchen. At Primal, the kitchen practises whole-animal butchery to ensure it uses up each part of the animal; kitchen staff use the bones for stock, then grind them into compost.

This dedication—and the labour needed to process each ingredient—translates into a premium price tag. The tomato dish at the Acorn is $23, and a plate of spaghetti and meatballs at Primal is $32. Blustein believes that the quality of the ingredients, and the kitchen's efforts to extract a symphony of layered flavours from each, justifies the cost. "People are always surprised by how good peak-season food is," she says. "You're never going to get anything like it at Safeway or Superstore."

ALL THE PARTS The Acorn's cauliflower risotto uses cauliflower and mushroom trimmings in the stock and the potato-nest garnishes

To increase support for these kinds of sustainable restaurant practices, diners will have to start caring a lot more about what goes into their food: how it was grown, where it came from, how it was prepared. Restaurants have always sold us on the plated dish; zero-waste requires us to look beyond it. The strongest case for this approach comes from the food itself. "When you take a peach that has ripened on the tree, and it comes directly to our restaurant without ever seeing a fridge, it's absolute perfection," Blustein says. "There's nothing better than that." ■

Culture

WHAT TO SEE, HEAR AND READ THIS MONTH

SONGS OF UNREST

In his latest exhibition, artist Stan Douglas meticulously reconstructs moments of political upheaval

By Mathew Silver

EARLIER THIS YEAR, THE VANCOUVER-BORN VISUAL ARTIST STAN Douglas represented Canada at the Venice Biennale, one of the most prestigious art exhibitions in the world. It was the type of career-crowning opportunity that could fluster even the most seasoned pros.

Douglas, who'd shown at the biennale several times before, kept his cool. He attended a party DJed by Detroit musician Carl Craig, went to a few galleries to look at the work of Italian painter Giovanni Battista Tiepolo, and hung out with some of the other famous artists in attendance. "It gets easier and easier every time," says Douglas, who lives in Vancouver and Los Angeles and is the chair of ArtCenter College of Design. Since the early '80s, Douglas has been shown pretty much everywhere—MoMA in New York City, the Tate in London, the Centre Pompidou in Paris. So, in a sense, headlining the Venice Biennale was a long time coming.

To recreate each scene, Douglas examined photos, articles and videos—anything to help him reimagine the moment

Douglas is an astute social critic, often using film and photography to reimagine and rediscover the past, whether it's by recreating Penn Station in the early 19th century or Vancouver's Gastown Riots in 1971. He also has a knack for focusing his lens on moments of political unrest. In his 2012 series *Disco Angola*, for example, Douglas documents two worlds in the 1970s: New York's disco scene and the civil war in Angola.

His latest work—*2011 ≠ 1848*, which made its debut in Venice—offers a similar juxtaposition. The exhibit is made up of two parts: a series of photographs showing political protests from 2011 (Occupy Wall Street, the Arab Spring, the London riots) and a two-screen video installation depicting a hip-hop cypher, which involves freestyle rapping. At first glance, each protest image looks like a photograph taken in real time, as if Douglas documented the incidents as they happened. But he didn't: these pictures are fabrications, made by digitally rendering models and props onto a photo template. To recreate each scene, Douglas researched the events, examining photos, articles and videos—anything to help him reimagine the moment. The result is that Douglas becomes an omniscient storyteller, able to re-examine history by packing complex political turmoil into a single, striking image.

The video installation is deceptive, too. It features two screens on opposite sides of the room, facing each other. On one, the U.K. grime artists TrueMendous and Lady Sanity; on the other, the Egyptian mahraganat artists Joker and Raptor, who play electronic folk music. As the videos play on separate screens, it seems like the artists are rapping back and forth in a call-and-response, listening intently before delivering their rebuttal. Think again. Each video was filmed separately and stitched together afterwards, merely creating the appearance of a live dialogue.

So what does it all mean? Well, there are some clues in the title of the exhibit. Starting in 1848, there was a series of political upheavals in Europe, known as the Springtime of the People, that brought sweeping changes to governance but largely ended in failure. As the ≠ symbol (which means "does not equal") indicates in the exhibit's title, Douglas thinks these years were similar but not quite the same. In 2011, events like the Arab Spring were politically promising but didn't bring many tangible changes. "The events of 2011 were policed and ignored," says Douglas.

With the video installation, Douglas uses music to draw a connection between the uprisings. During the London riots, grime became an unofficial soundtrack of the movement; throughout the Arab Spring, mahraganat music played a similar role. Douglas wants to offer a utopian idea of how those two cultures could have communicated using music, which overcomes language and geographic barriers. He shows the artists in conversation, connecting, without them ever interacting at all.

Since the biennale, *2011 ≠ 1848* has been sweeping across Canada, with stops at the Polygon in Vancouver, the National Gallery of Canada in Ottawa and, most recently, the Remai Modern in Saskatoon, where it's on display from January to April. In the following pages, Douglas describes how he created some of his most indelible images.

PORTRAIT BY **EVAAN KHERAJ**

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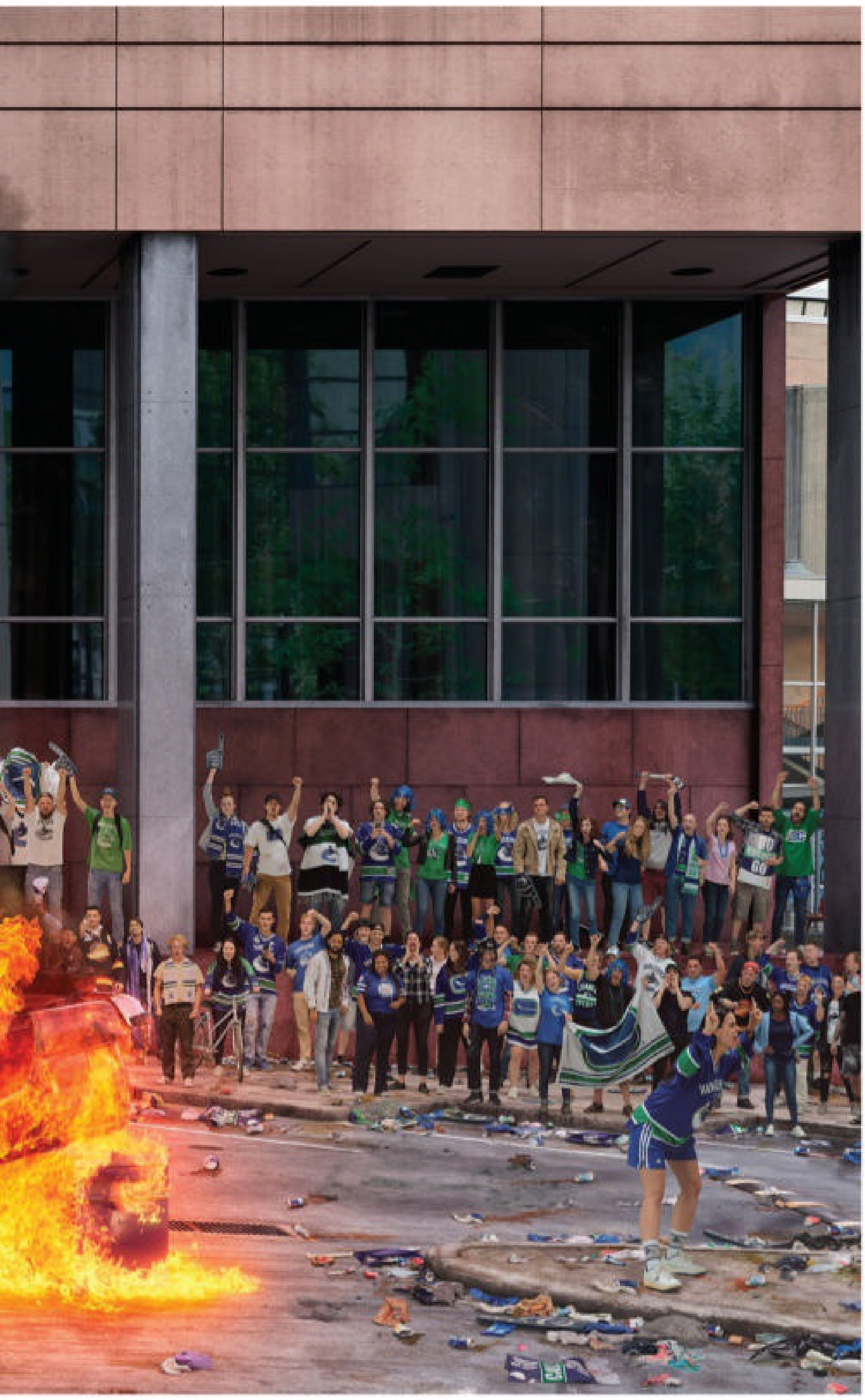
1

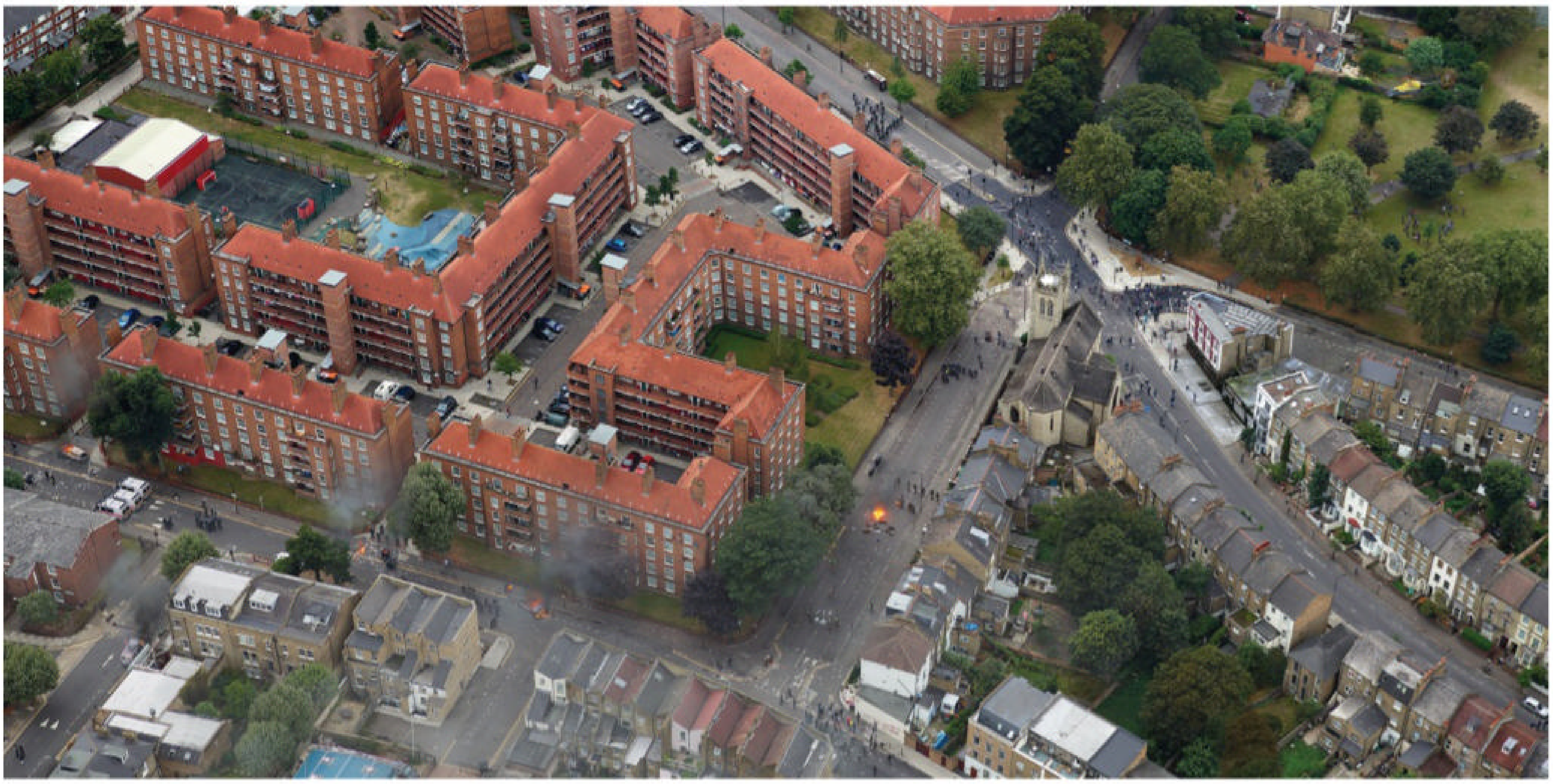


1: Vancouver, 15 June 2011
STAN DOUGLAS: “The people who rioted following the Canucks’ loss in the Stanley Cup enjoyed upturning the power dynamic. Vancouver is a place that’s inequitable. People can’t afford to buy or rent, which leads to a general sense of discontent. For the plate shot showing the background, we had to recreate the old Canada Post building using CGI, because it’s now being renovated by Amazon. In the middle, that’s the same model of truck that was burned at the protest. We found the truck and hired a pyrotechnical team, who lit it on fire at the PNE Amphitheatre in Vancouver. We used some of the same performers who appeared in another shot we did depicting Occupy Wall Street, except they’re shot from the front here. All the costumes are historically accurate based on what people were wearing in reference photographs.”

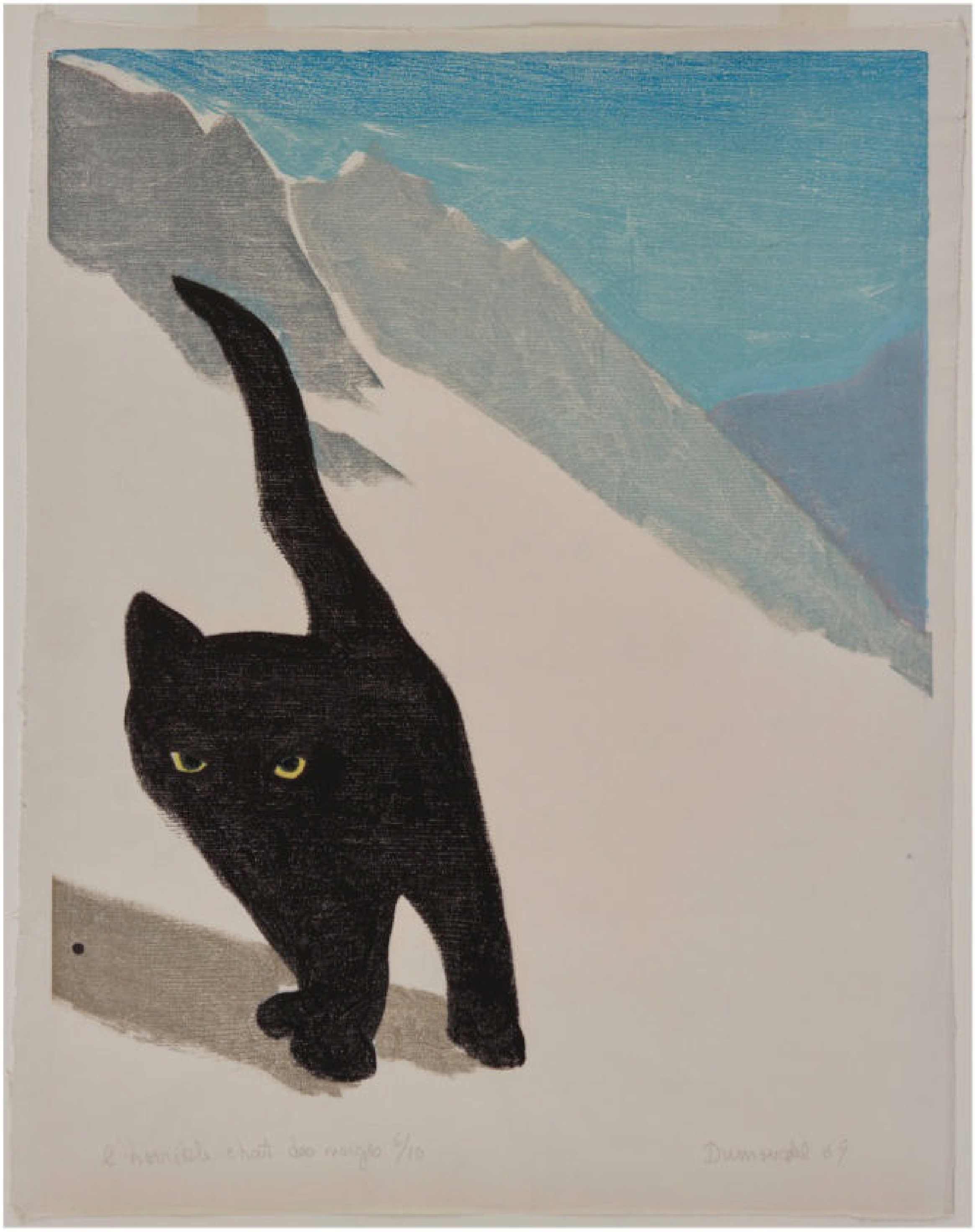
2: Tunis, 23 January 2011
“This event took place near the beginning of the Arab Spring. I first saw images of it in European news footage. People were out in the streets, talking politics, disobeying curfew. Early on, there was a lot of optimism. The police weren’t arresting anyone. But the revolution didn’t pan out the way everyone wanted. We planned to shoot the plate shot from a hotel across the street, where most of the news coverage was filmed during the event. But the hotel has since been condemned, so we stationed our photographer at an office building next door. When I’m directing shoots remotely, I give the photographer direction over emails and phone calls—lots of back and forth. The people in this image are also performers.”

3: London, 9 August 2011 (Pembury Estate)
“This image depicts the London riots, following the shooting of a 29-year-old Black man named Mark Duggan. I went back to the location six years after the event. During my research, it took me a while to figure out where everything happened. I got GPS coordinates by referencing hours of Sky News footage of the event and Google Maps, and then I flew overhead in a helicopter and shot my plate shot. I chose this vantage point because it showed the entire housing estate. Once I had the backdrop, I had to add the protesters, police, onlookers, fire and smoke, which we clipped from video footage of the actual event. I enhanced the flames and smoke with CGI.”

3



Images courtesy of Stan Douglas, Victoria Miro and David Zwirner



ART

A MID-CENTURY MASTER

REVELATIONS
Montreal Museum of Fine Arts
To March 26

FAMED FRENCH-CANADIAN printmaker Albert Dumouchel spent roughly three decades evolving his craft to reflect rapid social changes in Quebec from the 1940s to the 1970s, when the Quiet Revolution gave rise to secularism in Quebec and opened the door to greater artistic expression. For Dumouchel, this upheaval resulted in a career that defies any easy classification: he used various techniques and materials, depicting abstracts, religious images, erotica and cats (like "The Horrible Snow Cat," pictured). This exhibition showcases over 60 original pieces in multiple mediums—among them etchings ("The Fall of Icarus") and a woodcut portrait ("La belle Hélène").

MUSIC

AN UNFORGETTABLE ALBUM

REMEMBER NEVER BEFORE
July Talk
January 20

IN OCTOBER, alt-rock band July Talk went into their set at Toronto's Horseshoe Tavern with a big announcement: their fourth studio album, *Remember Never Before*, was coming in the new year. The gobsmacked crowd got a sneak peek—or rather a complete unveiling—when July Talk played the entire album right then and there. Produced by Holy Fuck's Graham Walsh, Broken Social Scene's Kevin Drew and July Talk's guitarist Ian Dochert, *Remember Never Before* features 10 new tracks and a reprise of "I Am Water," a bop from 2021. And the Toronto band's pursuits aren't just musical. They released "I Am Water" through their creative collective, Danuta, an independent record label and production company that also creates music videos for other artists.

Albert Dumouchel (1916-1971), "The Horrible Snow Cat," 1969. MMFA, in process of acquisition.
Photograph courtesy MMFA, Annie Fafard. July Talk by Colin Medley.

BOOKS

A DIARY OF DIVORCE

REALLY GOOD, ACTUALLY

Monica Heisey

January 17

MONICA HEISEY
really good, actually
A NOVEL

IN A DEBUT NOVEL loosely based on her own life, Monica Heisey—a Toronto-born comedian and former writer for *Schitt's Creek*—offers a bittersweet satirical take on a "young" divorcée, written after Heisey's own marriage ended in her 20s. In *Really Good, Actually*, Maggie is a 29-year-old with scant interest in the Ph.D. she's supposedly pursuing. She has been married for precisely 608 days when her husband moves out, taking the cat with him. Suspended between grief at the idea of her marriage ending and relief that it's all over, Maggie meanders through her apartment "like a reverse-Havisham." Eventually, buttressed by the support of her group chat, she embraces the new normal—online dating, fitness classes and even a creative writing workshop. The results are often bleak but always very funny.

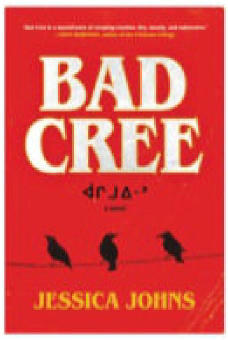
BOOKS

A LITERARY NIGHTMARE

BAD CREE

Jessica Johns

January 10



JESSICA JOHNS, a member of Sucker Creek First Nation and the former managing editor of the feminist literary journal *Room*, pulls off two remarkable literary feats in *Bad Cree*. Not only does she transform her superb short story of the same name—winner of the 2020 Journey Prize, no less—into a mesmerizing novel, but she also seamlessly weaves broad themes of a wounded landscape, intergenerational trauma and defiant female Indigenous survival into a truly frightening horror story. The book follows Mackenzie, a young Cree woman in Vancouver who starts having terrifying nightmares as the first anniversary of her sister's sudden death approaches. The dreams start to bleed into her real life—she brings objects back from her nightmares, crows follow her wherever she goes, and she receives texts from her dead sibling. Soon Mackenzie realizes she has to return to the northern Alberta family home she once fled. Her life—and soul—depend on it.

Three Pines by Laurent Guerin

TELEVISION

A SMALL-TOWN MURDER

THREE PINES

Amazon Prime

December 2

CANADA'S ANSWER TO Hercule Poirot is Chief Inspector Armand Gamache, the gentlemanly hero of Louise Penny's wildly popular Chief Inspector Armand Gamache series, whose fans include Hillary Clinton. After a year of production in Quebec, a slick new screen adaptation—from producers of *The Crown*—lands this month on Prime Video. *Three Pines* stars Emmy nominee (and iconic *Spider-Man* supervillain) Alfred Molina as Gamache, who tackles complicated social issues as often as he solves murders. Meanwhile, his idyllic village—the titular Three Pines, modelled after Penny's beloved Eastern Townships—is rattled when a young Indigenous girl goes missing. For viewers who need more Gamache once the season is over: the 18th book in the series, *A World of Curiosities*, comes out at the same time as the TV show.

Charities like Working Gear Clothing Society — the fastest-growing small charity in Canada, according to this Veritas Foundation analysis — succeed by targeting unmet needs in the community and showing measurable impact.

No time for complacency as charities emerge from pandemic hibernation: Analysis

MANY PEOPLE IN Vancouver's Downtown Eastside can see a path out of poverty. They just don't have the right shoes to walk it.

That's where the Working Gear Clothing Society comes in. Founded in 2007 with the slogan "Give unemployment the boot," it outfits clients for work, whether they need a suit and haircut for an interview or safety boots for a warehouse position.

More than 1,100 people sought help through Working Gear in 2021. Of those, 29 per cent said they would have otherwise had to pass up a job offer.

And donors clearly see the value of the society's efforts: It received $297,000 in tax-receipted donations in 2021, up from just $1,700 in 2016, putting this small charity at No. 18 on Veritas Foundation's Fastest-growing Charities in Canada list.

"I don't have to convince people to support us," says Sarah Beley, the director and only paid employee of Working Gear. Vancouverites see the challenges of the Downtown Eastside — a neighbourhood known across the country as a byword for inequality and drug addiction — and want to help, she adds. "They just don't know how to do it. And we're kind of the bridge."

The Veritas Foundation list shows which of Canada's 86,000 charities saw the largest growth in donation revenue, based on tax receipts issued from 2016 to 2021. It arrives at a pivotal time as charities are emerging from the COVID-19 crisis, says Mark Bonham, Veritas Foundation executive director.

The pandemic forced many of them to pull back on their activities and spurred an increase in both government subsidies and charitable giving, he explains. That combination left them with more cash on hand: Veritas research from June 2022 shows that Canadian charities' assets rose 36 per cent from 2016 to the end of 2020.

"We are seeing the balance sheets explode," says Kate Bahen, managing director of Charity Intelligence, which provides research and analysis on Canadian charities. Individual charitable giving was up 2.7 per cent year over year in 2020, according to Statistics Canada, she notes.

"There's so much money in some charities. And people just keep giving them more money."

Now, it's time to convert that money into action, Bonham says, rather than giving in to the temptation to play it safe and grow those cash balances. He urges charities to remember their core purpose — which, as he sees it, is to augment government services or intervene to create solutions in ways that governments can't — and step up to address problems including economic inequality, structural injustices and climate change.

"The government is giving these charities the privilege of issuing tax receipts to reduce people's taxable income, in return for providing a community service," he says, noting that Canada Revenue Agency rules forbid charities from accumulating cash.

Working Gear embodies many of the characteristics of Canada's fastest-growing charities, Bonham says. For one thing, it's small, like 85 per cent of the organizations on the list. In fact, it's the fastest-growing small charity in Canada. Second, its mission involves fighting poverty, which it has in common with around 40 per cent of the top 500. And it's innovative: It offers a unique service with

Photo: **Supplied**

visible impact. "They've identified an issue that needs addressing within their community and they've come up with a means to effectively deal with it."

Could foundations do more?

Unlike bold organizations like Working Gear, private and family foundations, which appear in large numbers on the Veritas Foundation list, aren't usually known for their daring or fresh thinking. They're a category of registered charities that typically disburse funds to other organizations (often operating charities that provide services) rather than undertake charitable work directly.

Foundations can show a sudden bump in donation revenue when, for example, a wealthy person bestows a large gift on them. Under CRA rules, foundations are obligated to disburse 3.5 per cent of their assets in a given year — an amount that can be less than the return on their endowments — and may hold on to the rest. The federal government has introduced draft legislation to increase the quota to five per cent on amounts over $1 million as of 2023. Some, including Bonham, are calling on foundations to give out even more.

Foundations have the potential to foster innovation and stability within the charitable sector, says Susan Phillips, a professor of philanthropy and nonprofit leadership at Carleton University.

Phillips notes there are 11,000 private, public and corporate foundations in Canada, and estimates that 40 of those hold more than $1 million in assets each. "Their potential to take risks, to use their capital for long-term investments and to blueprint innovations and programs, is enormous.

"I think they're starting to step up," she says, noting that a number of foundations banded together to take part in pandemic relief efforts. "But it's a sector that could do much more."

A promising sign: Veritas research shows that inter-charity funding, where a foundation gives to a registered charity, increased during the COVID crisis.

Support in times of crisis

Consistent support to small charities is one way foundations can contribute to their stability, says Sarah Beley of Working Gear Clothing Society. That's important because demand for their services can surge without warning.

Working Gear, for example, saw demand explode in early 2020 as people were laid off because of pandemic restrictions. Clients needed to find other work, and Working Gear quickly reacted, expanding its offering to include masks and other PPE.

Operating during the pandemic "was a lot more work because we had to make sure that everyone was safe, with social distancing and things like that," says Beley. But shuttering was never an option. "It's not fair," she recalls thinking, with her clients in mind. "They need it."

That's the kind of commitment and nimble thinking all charities ought to embrace, Bonham says. Whether big or small, new or established, his overall message is the same: "Step up to the plate when your community needs you."

What's missing from the list? The planet, for one thing

Bonham's analysis of the 500 Fastest-growing Charities in Canada reveals that just four deal primarily with environmental issues — a puzzling observation given that climate change is a pressing concern for many Canadians.

The head of a new Ontario-based charity called Trees for Life offers one possible explanation: While Canadians support ecological causes in theory, in reality, they give their money to charities that offer a personal, relatable story.

"For every person who says, 'I like what you're doing from an environmental point of view,' there are 10 others who are saying, 'There's somebody in my life I want to remember,'" says Mark Cullen, Trees for Life president and co-founder. "That's what this experience has taught me."

Trees for Life was founded in 2021 to plant trees, starting with funding from the federal government's 2 Billion Trees program. The charity expects to receive as much as $3 million from donors in 2022, up from $2 million in its first year, making it a candidate for a future edition of Veritas Foundation's Fastest-growing Charities in Canada.

While an environmental message is part of its pitch to donors, Trees for Life focuses on encouraging Canadians to honour first responders, healthcare workers and other "heroes" in their lives with a $150 donation to plant a tree in their name. ⊙

What is the Veritas Foundation?

The Veritas Foundation is a private charitable organization committed to the improvement of Canada's philanthropic sector. It helps individuals and organizations establish and grow their own endowments, then invests the proceeds in The Veritas Foundation Giving Fund, a donor-advised fund. It then issues grants to charitable projects based on the donor's recommendations.

The Veritas Foundation writes independent monthly research reports on the sector and has developed a proprietary rating system that evaluates a charity's strategy, governance, financial performance, and impact.

This report aims to show which of the country's roughly 86,000 charities are attracting the most interest from donors, based on the growth of their tax-receipted donations in the previous five years. To capture the most insightful data, the top 500 are chosen from a list of 42,000 charities that excludes those in typically larger and more stable categories, such as education and religion.

* * *

To see all 500 charities on the 2022 list, go to ***veritascharityservices.com/v500.***

Territories

The North has eight charities in the top 500, the first of which is the spunky Iqaluit Humane Society in Nunavut, which has been fundraising for a new building since 2016 and took in a remarkable $635,000 in donations in 2021, up 28,000 per cent. This, in spite of the fact that the society recently lost its building and now operates out of volunteers' homes.

Manitoba

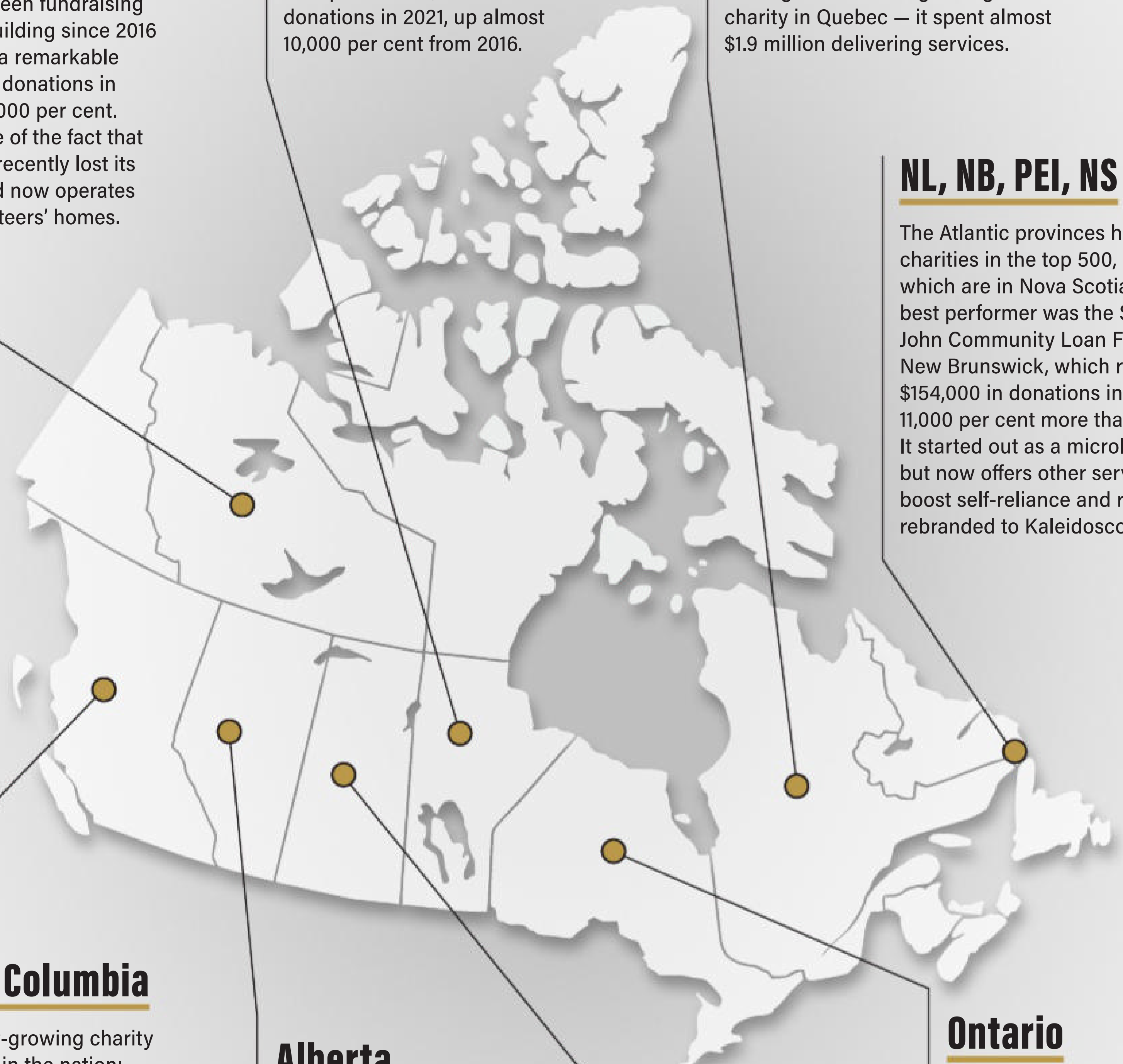
Manitoba's fastest-growing charity, Main Street Project Inc., has provided housing and other services to Winnipeg's most marginalized residents for 50 years. It issued tax receipts for $817,000 in donations in 2021, up almost 10,000 per cent from 2016.

Quebec

SOS violence conjugale in Montreal is a bilingual referral service for victims of intimate partner violence. While it took in more than $1 million in donations in 2021 — a 20,000 per cent increase from five years earlier, making it the fastest-growing charity in Quebec — it spent almost $1.9 million delivering services.

NL, NB, PEI, NS

The Atlantic provinces have 44 charities in the top 500, 35 of which are in Nova Scotia.. The best performer was the Saint John Community Loan Fund in New Brunswick, which received $154,000 in donations in 2021, 11,000 per cent more than in 2016. It started out as a microlender but now offers other services to boost self-reliance and recently rebranded to Kaleidoscope.



British Columbia

B.C.'s fastest-growing charity is also No. 1 in the nation: The Fraser Institute Foundation facilitates planned giving in support of the Fraser Institute, a conservative/libertarian public policy think tank. The foundation generated $1.3 million in donations in 2021, a whopping 123,000 per cent more than in 2016. In second spot is Ally Global Foundation, which works to prevent human trafficking and support survivors in Nepal, Laos, Cambodia and Canada. It saw a 67,000 per cent increase in donations from 2016 to 2021, when it brought in $4.9 million.

Alberta

Windmill Microlending is No. 1 in Alberta with 62,000 per cent growth in donations from 2016 to 2021, followed by two more Calgary-based charities: Horizon Housing Society (58,000 per cent) and the family-run Ross-Lynn Charitable Foundation (30,000 per cent). In fourth spot is the Red Deer Royals Alumni Association (20,000 per cent), which is raising money for a new rehearsal space for the show band.

Saskatchewan

West Central Abilities Inc. in Kindersley is the fastest-growing charity in Saskatchewan, raising $422,000 in 2021, a 10,000 per cent increase from 2016. The organization supports people with disabilities and is raising money for its new day-program building.

Ontario

Ontario's fastest-growing charity, the CIBC Foundation, is also No. 2 in Canada, thanks to a $70-million gift from CIBC in November 2021, which made for a 98,000 per cent increase in annual donations compared to 2016. In second spot was Ball's Cemetery in Huron County, established in 1856 and still in operation. It takes in donations for upkeep and welcomed almost $470,000 last year, a 21,000 per cent rise.

Villa Cathay Care Home Society's fundraiser for its bright, new building in Vancouver, B.C., got a boost when donors saw how it protected residents' health during the COVID-19 pandemic.

Pandemic's devastating effects on seniors help drive donations to long-term care

AS CANADIANS WATCHED the pandemic tear through long-term care homes, many were prompted to donate to charities focused on seniors care, which have traditionally struggled for attention, say experts in the field.

"COVID put long-term care homes in the spotlight," says Joey Cheung, director of donor and community engagement at Villa Cathay Care Home Society. It's one of a number of charities devoted to seniors care, including those that operate or support long-term residences, on the Veritas Foundation's 500 Fastest-growing Charities in Canada list. The Vancouver seniors residence landed at No. 20 on the strength of a campaign to fund a new, 224-bed facility.

When the pandemic arrived just weeks after residents moved into the partially constructed building, its private rooms with ensuite bathrooms — an upgrade from ward-style accommodation — safeguarded against the virus's spread. "We only had one outbreak in 2020," Cheung says.

The renovation clearly demonstrated the difference such investment can make on seniors' health and wellness, and donations rolled in. In 2021, the Peterson Group, a Vancouver real estate investment company, offered to match up to $1 million in donations to the capital campaign, citing COVID in its appeal to the public. Villa Cathay issued tax receipts for more than $776,000 in donations that year — a 16,000-per-cent increase from their take in 2016 — and generated another half million from foundations.

Even if the worst of COVID is behind us, Samir Sinha hopes that geriatric care will continue to be a top philanthropic choice. The director of geriatrics at Toronto's Sinai Health System and the University Health Network says he was approached during the pandemic by several foundations looking to make major gifts, including a $15-million donation to Mount Sinai Hospital from the Peter and Shelagh Godsoe Famil Foundation, announced in February.

"I just fell off my chair," Sinha says, noting such offers are rarely unsolicited. "Issues of aging are becoming increasingly prominent" as Canada's population and its charitable donors age, he adds. "And I think a greater awareness of challenges facing older adults became even more prevalent during the pandemic." ⊙

Photo: **Supplied**

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Top 50 Fastest-growing Charities in Canada

	CHARITY	LOCATION	CATEGORY	TAX-RECEIPTED DONATIONS 2016	TAX-RECEIPTED DONATIONS 2021	PERCENT CHANGE IN TAX RECEIPTS
1	**Fraser Institute Foundation (p. 3)**	Vancouver, BC	Education Foundations	$1,100	$1,350,000	**122,627%**
2	**CIBC Foundation (p. 3)**	Toronto, ON	Foundations	$77,307	$76,105,050	**98,345%**
3	**Ally Global Foundation (p. 3)**	Vancouver, BC	Foundations	$7,266	$4,892,083	**67,228%**
4	**Windmill Microlending (p. 6)**	Calgary, AB	Relieving Poverty	$2,750	$1,708,863	**62,040%**
5	**Horizon Housing Society (p. 3)**	Calgary, AB	Relieving Poverty	$20,785	$12,034,198	**57,798%**
6	**Canuck Place Children's Hospice Foundation**	Vancouver, BC	Foundations	$1,150	$455,174	**39,480%**
7	**Ross-Lynn Charitable Foundation (p. 3)**	Calgary, AB	Foundations	$5,000	$1,493,939	**29,779%**
8	**Iqaluit Humane Society 2007 (p. 3)**	Iqaluit, NU	Animal Welfare	$2,250	$635,117	**28,127%**
9	**Deux Mille Foundation**	Vancouver, BC	Foundations	$4,576	$1,250,000	**27,216%**
10	**Rotary Club of Tsawwassen Charitable Society**	Delta, BC	Foundations	$2,097	$519,840	**24,690%**
11	**The Heart of Hawthorne Foundation**	Port Coquitlam, BC	Foundations	$1,475	$334,036	**22,547%**
12	**Pacific North-West Heritage Home Foundation 2013**	Victoria, BC	Public Amenities	$1,100	$236,997	**21,445%**
13	**Ball's Cemetery (p. 3)**	Londesborough, ON	Public Amenities	$2,255	$469,436	**20,718%**
14	**Red Deer Royals Alumni Association (p. 3)**	Red Deer, AB	Foundations	$1,000	$200,153	**19,915%**
15	**SOS violence conjugale (P. 3)**	Montreal, QC	Relieving Poverty	$5,300	$1,060,751	**19,914%**
16	**Corbrook-Awakening Abilities**	North York, ON	Core Healthcare	$5,635	$1,123,700	**19,841%**
17	**Hamilton's Centre for Civic Inclusion**	Hamilton, ON	Human Rights	$2,100	$366,078	**17,332%**
18	**Working Gear Clothing Society (p. 1)**	Vancouver, BC	Relieving Poverty	$1,720	$296,892	**17,161%**
19	**Renfrew Victoria Hospital Auxiliary**	Renfrew, ON	Healthcare Support	$1,270	$209,073	**16,362%**
20	**Villa Cathay Care Home Society (p. 4)**	Vancouver, BC	Relieving Poverty	$4,780	$776,307	**16,141%**
21	**Centre Nouveau Regard**	Notre-Dame-de-Lourdes, QC	Core Healthcare	$5,220	$839,193	**15,976%**
22	**The Meyer and Idelle Weinstock Charitable Foundation**	Toronto, ON	Education Foundations	$60,000	$9,407,125	**15,579%**
23	**Make-A-Wish Foundation of Canada**	North York, ON	Healthcare Support	$105,718	$15,108,211	**14,191%**
24	**Single Mothers in Progress**	North York, ON	Community Resource	$1,000	$142,088	**14,109%**
25	**Impact Tomorrow (BC) Foundation**	Kelowna, BC	Foundations	$2,000	$280,780	**13,939%**
26	**un et un font mille**	Montreal, QC	Arts Education	$2,000	$279,009	**13,850%**
27	**Foord Family Foundation**	Vernon, BC	Foundations	$131,410	$17,544,012	**13,251%**
28	**Canadian Friends of Sheba Medical Center**	Thornhill, ON	Core Healthcare	$1,850	$225,155	**12,071%**
29	**Maggie's: Toronto Sex Workers Action Project**	Toronto, ON	Relieving Poverty	$2,440	$293,793	**11,941%**
30	**Powell River Film Society**	Powell River, BC	Arts	$1,450	$170,551	**11,662%**
31	**Abbeyfield Houses of Vancouver Society**	Surrey, BC	Relieving Poverty	$4,890	$571,620	**11,590%**
32	**True North Aid**	Kitchener, ON	Relieving Poverty	$15,604	$1,819,470	**11,560%**
33	**Blossoms Charitable Society**	Vancouver, BC	Foundations	$1,575	$181,945	**11,452%**
34	**The Kinsmen Rehabilitation Foundation of BC**	Coquitlam, BC	Healthcare Support	$1,850	$210,832	**11,296%**
35	**Safe Families Canada**	Markham, ON	Healthcare Support	$2,960	$337,003	**11,285%**
36	**Trail District Day Care Society**	Trail, BC	Relieving Poverty	$1,500	$166,809	**11,021%**
37	**Saint John Community Loan Fund (p. 3)**	Saint John, NB	Relieving Poverty	$1,385	$153,515	**10,984%**
38	**Airdrie and District Community Foundation**	Airdrie, AB	Foundations	$1,164	$127,612	**10,863%**
39	**Theatre London Foundation**	London, ON	Arts	$12,800	$1,379,240	**10,675%**
40	**Diabetes Research Institute Foundation, Canada**	Edmonton, AB	Foundations	$13,909	$1,491,162	**10,621%**
41	**Fondation Germaine, Claude et Jules-Aimé Jacques**	Vallée-Jonction, QC	Foundations	$11,345	$1,200,000	**10,477%**
42	**West Central Abilities Inc. (p. 3)**	Kindersley, SK	Arts	$4,094	$422,128	**10,211%**
43	**The Hardwood Hill Cemetery Company**	Sydney, NS	Community Resource	$1,803	$184,587	**10,138%**
44	**Vancouver Island Symphony Foundation**	Nanaimo, BC	Education Foundations	$10,114	$1,034,352	**10,127%**
45	**Main Street Project Inc. (p. 3)**	Winnipeg, MB	Community Resource	$8,101	$817,343	**9,989%**
46	**The Linda Judith Reed Foundation**	Toronto, ON	Foundations	$20,000	$2,000,073	**9,900%**
47	**Rays of Hope for Uganda Inc.**	Prince Albert, SK	Healthcare Support	$1,108	$107,920	**9,640%**
48	**Team Dog Rescue Incorporated**	Courtice, ON	Animal Welfare	$1,628	$151,833	**9,226%**
49	**TAIBU Community Health Centre**	Scarborough, ON	Core Healthcare	$1,760	$163,014	**9,162%**
50	**Southern Alberta Land Trust Society**	High River, AB	Environment	$35,479	$3,177,525	**8,856%**

With a loan from Windmill Microlending, Eva Hadzima (back, left), a veterinarian who immigrated to Calgary from Slovakia, was able to avoid the three-year process required for her to practise in Canada and get her certification in just one week in the U.S.

Windmill grows donations with metrics that meet backers' demands

NISHANT GOSWAMI EARNED a dentistry degree in 2000, and had his own practice in Delhi, India. But when he moved to Canada in 2012 to reunite with his wife, he found himself working low-paying retail jobs.

It's a familiar story: A professional moves here from another country and discovers their hard-won credentials aren't recognized. To work as a dentist in Canada, Goswami had to pass a trio of gruelling national exams taken over two years, and the expensive prep courses weren't eligible for conventional student loans.

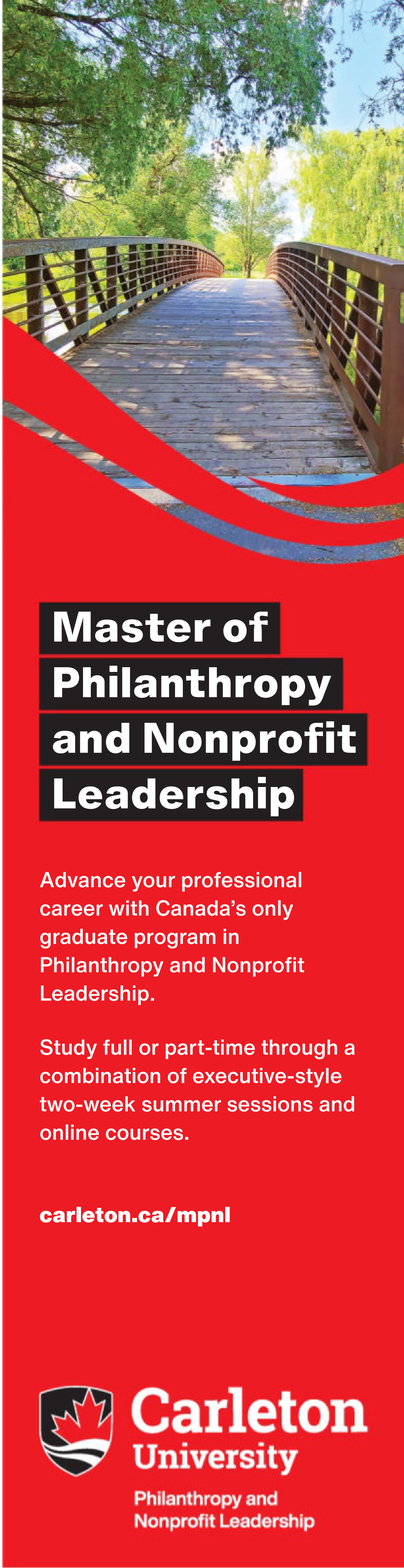
"The left hand doesn't know what the right hand does," Goswami says. "The government has programs inviting new immigrants to the country. But when it comes to working, or being able to qualify to work, it's a different story."

Through word of mouth and an immigrant support centre in London, Ont., he was directed to the Immigrant Access Fund, now known as Windmill Microlending. He accepted the charity's $5,500 loan, took his final prep course and passed his last exam. Today, Goswami keeps up a hectic schedule as the owner of two dental practices in Vancouver.

Windmill is No. 4 on the Veritas Foundation's Fastest-growing Charities in Canada list this year, thanks to its 62,000 per cent increase in donations from 2016 to 2021. It was founded in Calgary in 2006 by the late psychologist Maria Eriksen, after she saw how many of the custodial staff at her own hospital faced financial barriers to requalify in their professions after coming to Canada.

Now with five offices from Calgary to Montreal, Windmill has provided more than 7,000 loans to new Canadians over the years. "We provide affordable loans and coaching supports to help skilled newcomers restart or advance in their careers in Canada," ▹

Photo: **Supplied**



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says CEO Claudia Hepburn. "Our goal is to convert the potential of immigrants into prosperity, both for immigrants and for Canada."

Windmill clients typically triple their previous incomes. (Goswami says the factor is much higher in his case.) Around 97 per cent eventually repay their loans.

Prior to taking the lead at Windmill in 2017, Hepburn says she'd "never seen a charity with metrics like that." A self-described social entrepreneur, she previously co-founded and ran NEXT Canada, a charity that provides young entrepreneurs with education and connections to mentors and potential funders. She was attracted to Windmill and the challenge of turning the small charity into a powerhouse.

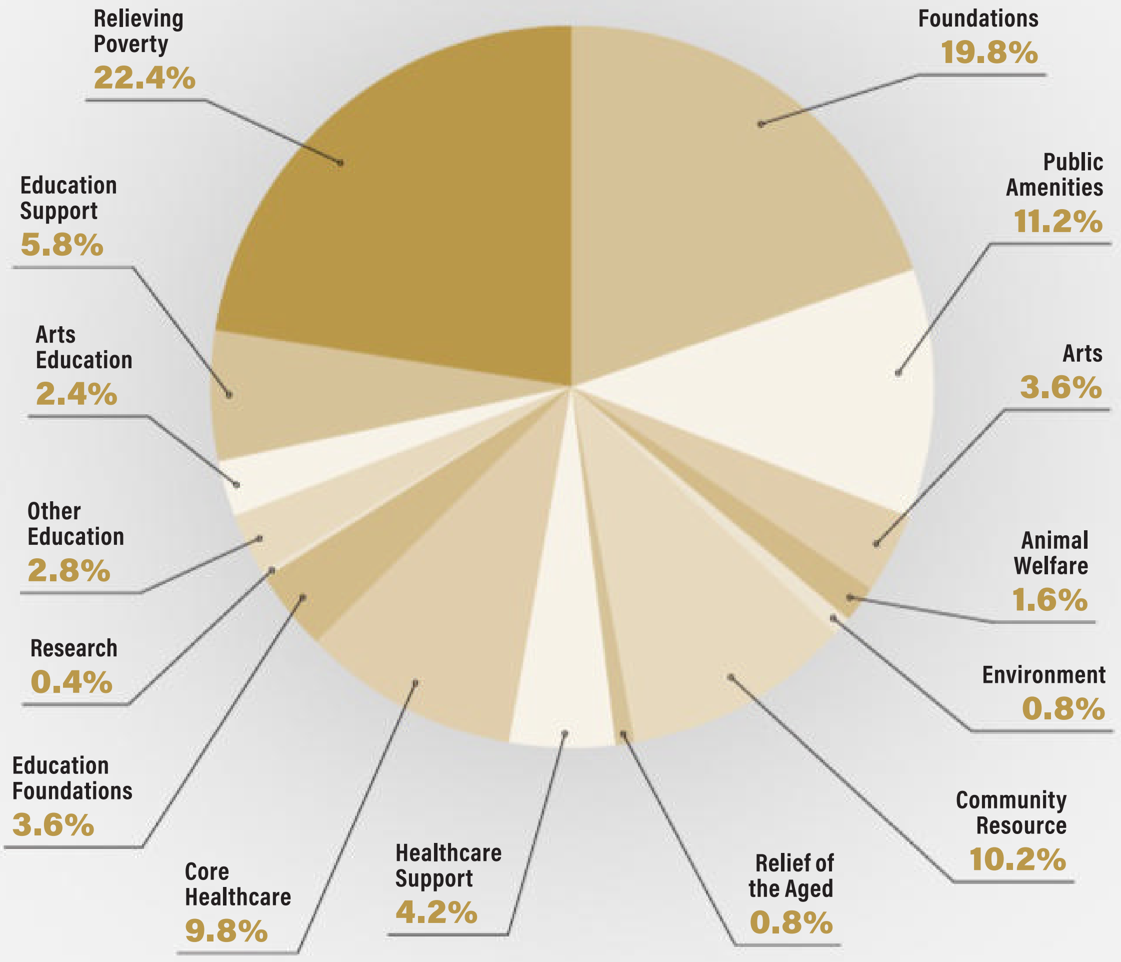
Her plan focused on stronger branding, a bulked-up fundraising team that now includes five full-time equivalent staffers, and a donor strategy that relies on recognizing and responding to the changing face of charitable givers. Compared with those in the recent past, today's donors are fewer, wealthier on average and, experts say, more eager to scrutinize results to ensure their money makes a direct and measurable impact.

Under Hepburn's tenure, Windmill reports its results to donors more frequently and in more detail, even sharing clients' personal stories. The charity has also instituted regular investor calls with its major supporters: individual donors and foundations; corporate partners such as Scotiabank's ScotiaRISE initiative; and the governments of Canada, Ontario, Alberta and Quebec, which together contribute 40 per cent of Windmill's operating costs.

Hepburn says the idea for the investor call came from Kate Bahen, managing director of Charity Intelligence, which provides research and analysis on the charitable sector. Bahen, in turn, credits Hepburn and Windmill for measurably improving people's lives, unlike many charities that adopted the buzzy micro-lending trend a decade or so ago but showed disappointing results.

"Hats off to Windmill," Bahen says. In the microlending space, "they actually are the real McCoy — a very, very rare breed." ⊙

What types of charities are growing fastest?



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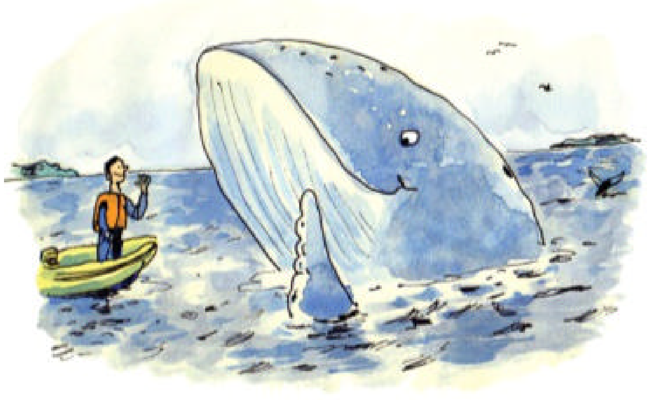
“I saw the devastation of climate change in Pakistan. I knew something needed to be done here too.”

Canada is a leader in green energy. I hope more immigrants will come to help realize our goals. ***By Ali Husnain***

I SEND MY MOTHER SO MANY VIDEOS of the snow in Canada. I never saw it back home in Pakistan, where even the coldest days are 15 to 20 degrees Celsius. I was born in a small rural village in a region called Arif Wala. My father worked as a mechanical engineer in textile factories, and we moved around for his job every two or three years. But we never left the country, and I never saw snow.

When it was time to choose my university program, I took a practical approach. My dad heard from his colleagues that electrical engineers were in demand, so that's what I studied at the Pakistan Institute of Engineering and Applied Sciences in Islamabad. In 2018, I took a semester abroad at the University of Arkansas, where I spent every weekend travelling to different parts of the U.S. I visited 18 states, and in Breckenridge, a ski town in Colorado, I finally saw snow for the first time.



“This country has so many natural wonders we need to protect”

When I came back to Pakistan, I started researching ways to emigrate to a Western country permanently. My time in the U.S. had shown me that a better quality of life was possible. In Pakistan, electricity is spotty. Even now, in 2023, the country frequently experiences blackouts. Climate change has ravaged our lives too. Floods and earthquakes kill hundreds and displace thousands every year. In 2022, the flooding was the worst it's ever been, injuring almost 13,000 people—the result of stronger monsoons and melting glaciers. Millions lost their homes and access to clean drinking water, and more than 1,700 people were killed.

I knew I wanted to move to the West, but I wasn't sure where. I ended up choosing Canada because it had a more welcoming immigration system than the U.S.—and I was excited to live somewhere cold. I applied for research master's programs in electrical engineering and got into Memorial University in St. John's, Newfoundland. I didn't know anything about Newfoundland, but it didn't matter. I was finally moving to Canada.

My flight to St. John's was in August of 2021, two weeks before my first semester. As our plane broke through the clouds, I saw the shoreline appear below us, dotted with jellybean houses. It was the most beautiful thing I'd ever seen. At the airport, someone from the university's Pakistani Students' Association picked me up and took me to the apartment I'd share with other association members.

As I got to know St. John's better, I noticed that climate change was affecting my new home too. Summers in Newfoundland had become much warmer, just as they had back in Pakistan. Locals told me that 10 years ago, icebergs floated up to the shores of St. John's, but that's almost impossible at the rate ice is melting now. After witnessing the destructive power of climate change at home, I knew something needed to be done. I only became more convinced of that once I moved here.

In my studies, I learned more about green-energy initiatives, working on small wind turbine and solar panel models. In January of 2022, I started looking for work. I got a job as an engineer-in-training at Growler Energy, a renewable resources and clean-energy company based in St. John's. I manage two projects, assessing the risk of icebergs hitting power cables at sea and studying the feasibility of green energy technologies in remote communities in Nunavut. I see Canada as a leader in climate change efforts. There's a huge amount of funding available for renewable energy research and new sustainable projects throughout the country. The sector is expanding and requires more skilled workers. There's so much potential for other international engineers to move here and help Canada make the transition to clean energy.

This country has so many natural wonders we need to protect. During the past year, I've hiked national parks and gone on a whale-watching tour in the Atlantic Ocean (some of the whales even came close to the shore). When winter arrives in St. John's, I get a coffee and go up Signal Hill, which overlooks the city. From there, I can admire the snow-covered beauty of my new home. ■

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